

2004

City of Boston
Office of Business Development

Business

Boston Business Resource Guide

How to Build Your Business in Boston



Thomas M. Menino, Mayor
City of Boston

Charlotte Golar Richie, Chief and Director
Department of Neighborhood Development

Boston Business Resource Guide

Letter from the Mayor

Dear Entrepreneur:

Operating your own business is an exciting venture, but it can also be very difficult. The Office of Business Development has created this online business resource guide to help make it easier for you to build or grow your business.

The Boston Business Resource Guide begins with the foundation for starting a business, including writing a business plan and legal structure for your business; outlines the regulatory steps for opening your business, including city, state, and federal requirements; and highlights resources for accessing technical and financial assistance to build your business.

In addition, the Office of Business Development offers a variety of programs and resources to owners of start-up and existing businesses that are interested in establishing, expanding, or relocating in Boston. The Business Assistance Team can help you come up with creative solutions for solving your business problems.

Throughout my years as mayor, I've been committed to providing the economic opportunities that will continue to strengthen Boston's business community. I hope the Boston Business Resource Guide inspires the start of many new businesses and aids in the expansion of existing businesses throughout the city.

I wish you and your business much success!

Sincerely,

A handwritten signature in blue ink, reading "Thomas M. Menino". The signature is fluid and cursive, with the first name "Thomas" and last name "Menino" clearly legible.

Thomas M. Menino, Mayor

Boston Business Resource Guide

Table of Contents

| | |
|--------------------------------------------------------------------------------------|-----------|
| Introduction | 1 |
| The Foundation <i>Tips for Starting Your Business</i> | 6 |
| Writing a Business Plan | 7 |
| Selecting a Name for Your Business | 9 |
| Choosing a Legal Structure for Your Business | 11 |
| Obtaining Insurance | 13 |
| Hiring Accountants & Legal Counsel | 14 |
| Regulations and Licensing Requirements <i>Steps for Opening Your Business</i> | 18 |
| Regulations and Licensing Checklist | 19 |
| Regulations and Licensing in Detail | 20 |
| Regulations and Licensing Contact List | 31 |
| Business Technical Assistance <i>Resources for Building Your Business</i> | 37 |
| Types of Technical Assistance Services | 38 |
| Technical Assistance Summary Chart | 41 |
| Technical Assistance Programs and Contact Information | 46 |
| Financial Assistance <i>Resources for Funding Your Business</i> | 72 |
| Assess Your Readiness for a Loan | 73 |
| Tips on Requesting Bank Financing | 75 |
| Writing Your Loan Proposal | 77 |
| Finding the Right Assistance | 78 |
| Financial Assistance Summary Chart | 80 |
| Financial Assistance Programs and Contact Information | 85 |
| Additional Resources | 97 |
| Glossary of Banking, Business, and Financial Terms | 97 |

INTRODUCTION

The Office of Business Development has created the Boston Business Resource Guide to help individuals who wish to start, expand, or relocate a business in Boston.

Business planning is an ongoing process of setting and refining goals, learning about your market, managing your cash flow, and taking advantage of opportunities to improve your approach to serving your customers and increasing profits.

The resource guide is a tool to help you access the information you need and to point you in the right direction for additional resources. Designed to be usable in its entirety or in sections, this guide provides valuable information no matter what stage a business is in – from the small seed of an idea to an established company.

Throughout the guide, you'll find descriptions and contact information for city, state, federal, quasi-public, and non-profit agencies that can assist you; web links are included wherever possible.

The **Boston Business Resource Guide** is divided into the following four sections:

- **The Foundation**
- **Regulatory and Licensing Requirements**
- **Business Technical Assistance**
- **Financial Assistance**

The Foundation – Tips for Starting Your Business

This section includes information about writing a business plan, choosing the legal structure for your business, and the benefits of getting an accountant, insurance, and legal counsel. Also included in this section is information about choosing a business name, where to register a trademark, and whom to contact about copyrights.

Regulatory and Licensing Requirements – Steps for Opening Your Business

This section is designed to help you through the "maze" of government rules and regulations involving business establishments, and contains a step-by-step guide for licensing and permitting procedures required for starting, expanding, or relocating your business in Boston. Contact information is provided with each

step, and websites are included where available, enabling you to find additional information and, in some cases, to even download forms.

Business Technical Assistance – Resources for Building Your Business

This section provides a summary chart and a detailed contact list of government agencies and non-profit organizations that provide a variety of technical assistance services, including business plan development, counseling, training and seminars, and loan packaging. The chart enables you to compare services offered from dozens of agencies to help you find the right one for you; details and contact information follow the chart.

Financial Assistance – Resources for Funding Your Business

This section covers topics such as assessing your funding needs, writing a loan proposal, and tips for approaching lenders. This section provides a detailed contact list of government agencies and non-profit organizations that provide a variety of financial resources, including specific types of loan packages. The section contains a chart outlining a variety of funding types, enabling you to compare services offered from dozens of agencies; details and contact information follow the chart.

Additional Resources

This section contains a glossary of business and banking terms, and other useful business information.

The City of Boston's Office of Business Development (OBD), a division of the Department of Neighborhood Development, is dedicated to helping you and your business succeed. Contact OBD for assistance and guidance at any step of the way.

Office of Business Development

26 Court Street, 9th Floor

Boston, MA 02108

Phone: 617-635-2000 Fax: 617-635-0282

Email: business.obd@ci.boston.ma.us

Location Map

How OBD Can Help

The Office of Business Development's Boston Business Assistance Center helps entrepreneurs and small business owners in Boston identify and coordinate an array of business services and resources, including business plan development, business start-up assistance, finding a business site, providing loan application assistance, and guiding business owners through the city's permitting, licensing, and zoning processes.

Among its many resources, the Boston Business Assistance Center maintains a bank of computers and a library of over 200 start-up guides for specific businesses. Available computer programs allow you to write a business plan, make business cards, write an employee manual, set up your accounting books, and perform many other activities critical to business operations. All services are free to Boston residents and/or Boston-based businesses.

Other services and information resources available at the Boston Business Assistance Center include:

- Business Start-Up/Acquisition
- Loan Packaging/Financial Assistance
- Marketing/Sales Strategy
- City, State, Federal Procurement
- Accounting and Record Keeping
- Business Recruitment

As you read through the Boston Business Resource Guide, remember that OBD can help in a variety of ways:

Foundation - The Business Assistance Center maintains a bank of computers and software to assist with writing business plans and other documents. The center also maintains a library of over 200 start-up guides for specific businesses.

Regulations and Licensing Requirements - As your voice in City Hall, the Business Assistance Team can advocate for you and guide you through the city permitting, licensing, and zoning processes.

Technical and Financial Assistance - Through its Small Business Technical Assistance Program, the Business Assistance Team will work with you to identify a range of technical assistance resources available through the city and its partners. The team can also assist qualified businesses with referrals to private and public lending agencies for business capital.

Additional resources include the 19 Boston Main Streets offices and the Boston Public Library system, which includes the Kirstein Business branch downtown and neighborhood branch libraries. Many community organizations in

partnership with the city provide consultation and other services in languages that include Cape Verdean, Chinese, French, Haitian Creole, Italian, Portuguese, Russian, Spanish, Vietnamese, as well as in English.

Visit the Boston Business Assistance Center

The Boston Business Assistance Center is open Monday through Friday from 9:00 a.m. to 5:00 p.m. No appointment is necessary.

Boston Business Assistance Center

2201 Washington Street

Roxbury, MA 02119

Phone: 617-989-9100

Fax: 617-989-9125

Website: www.cityofboston.gov/dnd/OBD/1_BBAC.asp

Directions:

The Boston Business Assistance Center is conveniently located at 2201 Washington Street in Roxbury's Dudley Square on the corner of Washington and Ruggles Street. The entrance is located in the front of the building and parking is available across the street on Washington Street and at the rear of the building off of Ruggles Street.

Directions by MBTA:

- *Orange Line:* Take Orange Line to Ruggles Street Station. Take any bus going to Dudley Square Bus Terminal or walk to Ruggles Street from the MBTA Station to Washington Street (about 7 minutes).
- *Green Line:* Take Green Line (E Line Heath Street) to Northeastern University stop. Walk to Forsyth Street and enter Orange line Ruggles Street Station, then proceed as above.
- *Silver Line:* Take Silver Line from Downtown Boston to Dudley Square.
- *Bus:* Take any bus that stops at Dudley Station, visit www.mbta.com

Location Map

Learn More About OBD

The Office of Business Development (OBD) was established by Mayor Thomas M. Menino in 1998 to provide resources to entrepreneurs, businesses, and neighborhood commercial districts to support business growth and job creation. OBD provides financial and technical assistance, offering one-to-one guidance and technical resources for businesses starting up, expanding, or relocating in Boston.

OBD's programs include the Business Assistance Team, which offers an array of business services and resources; Commercial Real Estate and Business Development Finance, which includes ReStore Boston, a city-wide program that provides grants and loans for storefront improvements; Partners with Non-profits, which provides matching grants to help non-profit organizations with capital improvement projects; and the award-winning Boston Main Streets, which currently supports a network of 19 neighborhood commercial centers in their revitalization.

OBD acts as a liaison between businesses and city agencies, offering assistance in matters including permitting, licensing, and the provision of city services, as well as the availability of working capital. In fiscal 2002 alone the Office of Business Development assisted over 1500 small businesses and entrepreneurs with technical and financial resources; provided funding that supported 123,000 square feet of commercial real estate development projects; and provided assistance to 32 non-profit organizations with capital projects.

OBD is a division of the Department of Neighborhood Development. The Department of Neighborhood Development is the City of Boston's full service neighborhood development agency. The mission of the Department of Neighborhood Development is to make Boston the most livable city in the nation by working with communities to build strong neighborhoods through the strategic investment of public resources.

THE FOUNDATION

Starting a successful new business requires good planning and adequate start-up capital. The lack of these, along with poor business performance, insufficient management expertise, and inadequate cost control are frequent causes of failure.

Take the time to learn all that you can about the type of business you wish to start. Be thoughtful as you make your decisions and write your business plan. Rushing through the process in order to open for business quickly could set you up for failure.

It may take six months to one year to get your business ready to open. The more detailed your plan and deeper your knowledge of the potential pitfalls, the greater your chances for success. This guide is designed with your success in mind.

The Foundation will help you lay the groundwork for your business. It covers the following topics:

Writing a Business Plan

Selecting a Name for Your Business

Choosing a Legal Structure for Your Business

Obtaining Insurance

Hiring Accountants & Legal Counsel

How OBD Can Help

Writing a Business Plan

Creating a business plan is one of the most important steps you can take to maximize your chance of success. Your business plan should spell out the way you will manage, operate, and finance your company:

- As a management tool, the plan gives you a road map for implementing your ideas and lets you know if you are on the mark as you go along.
- As a communication tool, the plan explains what your business is about to your suppliers and distributors and others who may assist you.
- As a financial tool, a good plan will show potential lenders how you will use your loan and how you will be able to repay it.

Creating a business plan does not have to cost any money, if you are willing to invest the time to write one yourself. Free publications are available in print and online to help you, and many business assistance centers have software available for use in their libraries. You can also purchase software to assist you in writing your own plan. Of course, you can also hire someone to write it for you. However you choose to accomplish it, the importance of writing a business plan should not be overlooked.

For most small businesses, a ten-page plan is sufficient. The following outlines the essential components of a business plan and what you will need to include for each:

- **Cover Page** - Name of your business and principals, address, phone and fax numbers, email address, and website if available.
- **Table of Contents** - List of the sections in the plan with the appropriate page numbers.
- **Executive Summary** - Condensed version of the entire business plan giving an overview of your objectives. At a maximum of two pages, it should entice the reader to want to know more about your business and read the rest of your plan. Best written after having finished the rest of the business plan, it should include a snapshot of the financials, how much money is required, how it will be used, and the result.
- **Company Description** - Clear description of the business you intend to start, information about the industry (such as current trends), and how your company can succeed. (If you have an existing business, include information on the history of the company.)

- **Management** - Outline of skills and experience of the owner(s) and managers.
- **Marketing Plan** - Description of your product or service, who and where your customers are (your target market), why they need and/or want your product or service, your competition and why your business is unique, how potential customers will learn about your products and/or service, and details about how you intend to make a profit.
- **Operations Plan** - Description of the type and size of your facility, as well as equipment and labor force requirements.
- **Financial Information** - Includes sources and uses of funds, capital equipment list, balance sheet, break even analysis, profit and loss statement, income projections, pro forma cash flow, budget deviation analysis, and, if an existing business, historical financial reports (balance sheets and income statements for past three years and tax returns).
- **Appendices** - Contains supporting documents and should include resume(s) of owner(s) and key management, job descriptions, personal financial statements, letters of reference, copies of leases, contracts, legal documents, and any other relevant items.

The Office of Business Development's **Business Assistance Center** maintains a bank of computers and software to assist with writing business plans and other documents. The Center also maintains a library of over 200 start-up guides for specific businesses.

For specialized help creating your business plan, contact one or more of the following:

- The U.S. Small Business Administration (SBA) has many useful business start-up tools available on its website. Visit www.sba.gov and select *Starting Your Business* for information on business plans.
- The Massachusetts Office of Business Development has an online *Guide to Writing a Business Plan*, which includes sample financial documents. Visit www.state.ma.us/mobd and click on *Business Assistance* at the top, then *Starting a Business*.
- Many of the agencies listed in the **Technical Assistance Providers** section of this guide can help you with writing your business plan.

The Kirstein Business Branch of the Boston Public Library offers a variety of business reference materials, which can be useful in researching the information needed to write your business plan. The library is located at 20 City Hall Avenue in Downtown Boston; the phone number is 617-523-0860. A number of resources are also accessible on the library website: www.bpl.org/research/kbb/kbbhome.htm

Your business plan should change and expand with your business. It is important to reevaluate your plan as your business grows.

Selecting a Name for Your Business*

Your business name is one of your most important business assets and should be chosen carefully. The following information describes three types of business names, outlines the process for choosing a name and defines filing requirements, and describes why and how to register a trademark or service mark.

Three Types of Business Names

Trade Names identify a company. Any type of business may call itself a company. For example, the "Coca Cola Company" or "Marketing Services."

Corporate Names identify corporations. The words "Incorporated," "Corporation," or "Limited," or their abbreviations, must appear in a corporate name and may not appear in the name of an unincorporated company. For example, "Cabot Corporation" or "Design Concepts, Inc."

Trademarks/Service Marks are any word, name, symbol, or device, or any combination of these, used by an individual, a firm or partnership, a corporation, or any type of association to identify its goods/services and distinguish those goods/services from those of others. Some examples of well-known trademarks include the Nike "swoosh" logo, the name Coca-Cola or GE, and the banana lady on a bunch of Chiquita Bananas. More detailed information on trademarks is available on the following Commonwealth of Massachusetts, Corporations Division of the Secretary of State link:
<http://www.state.ma.us/sec/cor/Trademarks/tmsminf.htm>

Process for Choosing a Name

As you are considering possible names, you should choose a name not already being used by another business. Make every effort to ensure that your business name will be unique, and that it will distinguish your business from others that might offer similar services or products.

Several sources list names of businesses. You can find lists of business names at the Corporations Division of the Secretary of State, at your local city or town hall, in the library, in relevant trade journals, and even in the telephone book. To search for corporate names that are already in use, you can search in online or print business directories found in a business library or from the libraries' website.

If you decide to incorporate your business, you must contact the Corporations Division of the Secretary of State. If you have decided on a name for your corporation but are not yet ready to incorporate you can reserve a name for 30 days. This registration will protect the business name from infringement while you prepare to incorporate and should be done before taking any other steps to do business in the state. A corporate name may not be reserved by a telephone request. The reservation of a name for 30 days becomes effective only upon written request to the Corporations Division and payment of a \$15 fee. (Fees are subject to change; contact the Corporations Division.)

Secretary of State

Corporations Division

McCormack Building

One Ashburton Place, 17th Floor

Boston, MA 02108

Phone: 617-727-9640

Website: www.state.ma.us/sec/cor/coridx.htm

If you do not incorporate your business, you must file a Business Certificate with the City Clerk's office to register your business name. This is discussed in further detail in the **Regulations and Licensing Requirements** section of this guide.

Why and How to Register Trademarks and Service Marks

Whether you are just starting out in business or have been in business for a number of years, you should consider protecting your right to any trademarks or service marks you own. The quality and goodwill symbolized by a distinctive mark can be a very valuable commodity to a business and one worthy of protection from infringement. Non-profit organizations also have an interest in protecting their distinctive marks from unwanted infringement.

To see if a trademark is already registered with the federal government, do a trademark search at the Government Documents Department of the Boston Public Library. You can do this on the following website:
www.bpl.org/research/govdocs/patent_trademark.htm

Under the terms of the trademark law, Chapter 110B, there is no requirement that a trademark or service mark must be registered with the Commonwealth of Massachusetts. However, registration of a mark in Massachusetts can result in material advantages to the owner of a mark.

Registering a Mark

A mark must be in use in Massachusetts before it may be registered. It may then be registered by completing the appropriate trademark or service mark registration application form. The current fee for filing is \$50 and the effective term of the registration is ten years. (Fees are subject to change; contact the Corporations Division.) The mark may be renewed every ten years. These application forms, as well as any further information regarding trademarks or service marks, may be obtained by contacting:

Secretary of State

Trademarks Division
One Ashburton Place, Room 1717
Boston, MA 02108
Phone: 617-727-8329
Website: <http://www.state.ma.us/sec/cor/Trademarks/tmsminf.htm>

To register your mark with the federal government, contact:

Commissioner of Patents and Trademarks

U.S. Patent and Trademarks Office
General Information Services Division
Crystal Plaza 3, Room 2C02
Washington, DC 20231
Phone: 800-786-9199
Website: www.uspto.gov/

For information relative to copyrights contact:

Federal Copyright Information

Copyright Office
Library of Congress
101 Independence Avenue S.E.
Washington, D.C. 20559
Phone: 800-688-9889 or 202-707-3000
Website: <http://lcweb.loc.gov/copyright/>

** The section titled "Selecting a Name for Your Business" includes material first published in the June 1999 Office of Business Development guide "Doing Business in Boston: A Guide for Starting Your Business." This information was also published in the State's "Starting a Business in Massachusetts."*

Choosing a Legal Structure for Your Business

An important initial choice in setting up your business is deciding on your legal structure. Your choice very much depends upon the particulars of your business venture and the amount of exposure to personal liability (legal risk) entailed in conducting your business. Your organizational decision will also affect your tax status.

The following are general descriptions of the three most common forms of business organizations: sole proprietorship, partnership, and corporation. For additional information and the tax implications of each organization form, visit www.irs.gov/businesses and review the publications noted along with each

description below. Once you have chosen a specific organizational type, it is a good idea to review your reasons with a business professional or legal counsel.

Sole Proprietorship: A sole proprietorship is simply a person engaging in business for himself or herself. This is the simplest form of business, and the taxes are paid through the owner's personal tax return. The principal disadvantage of this form of doing business is potentially limitless liability. (See IRS Publication 334, "Tax Guide for Small Business.")

Partnership: A partnership consists of two or more people who by written or oral agreement own a business together. There are two main forms of partnership: General Partnership, in which both partners share responsibilities and tax consequences of business activities are passed through to the individual partners with no taxation of the partnership entity itself; and Limited Partnership, in which at least one general partner is responsible for managing the partnership and at least one limited partner is usually a passive investor. (See IRS Publication 541, "Partnerships.")

Corporation: A corporation may be either public or private, and it may include as few as one person or many investors. A principal advantage of doing business in corporate form is that the shareholders of a corporation are insulated in most instances from personal liability on the obligation of the corporation. The principal disadvantage of doing business in corporate form is that the formal record keeping and reporting requirements imposed by state statutes make corporations more expensive to administer than some other form of business entity. (See IRS Publication 542, "Corporations.")

Additional classifications for businesses that offer varied tax benefits include **S Corporation** and in Massachusetts, **Limited Liability Company (LLC)** or **Limited Liability Partnership (LLP)**. For detailed information and requirements for forming these specific business types, refer to the Massachusetts guide "Starting a Business in Massachusetts," and/or IRS Publication 583, "Starting a Business and Keeping Records," *Forms of Businesses*.

Filing State and Federal Income Tax Returns

Your business organizational structure will affect the taxes you pay and when you must file.

Federal tax forms and information can be obtained online at www.irs.gov/smallbiz. The IRS website also provides an outline of tax forms required for each business type; the outline can be found in the *Small Business/Self-Employed* section under *Business Taxes*. These IRS publications may also be ordered by phone at 617-316-2850 or 800-829-1040.

Massachusetts state tax forms and information can be obtained online at www.dor.state.ma.us/forms. The Commonwealth's Department of Business and Technology website offers additional information on these topics as well. Visit the

www.mass.gov/portal/, choose *Business Assistance* and follow the links for *Starting a Business*, and select *To Incorporate or Not*. The website also contains useful links to other relevant agencies.

HOT TIP

Free Business Legal Clinics for existing businesses and entrepreneurs in the start-up phase are held the third Wednesday of every month from 4 to 7 p.m.; dates and times are subject to change. For further information and registration, see HOT TIP in the Legal Counsel section.

Obtaining Insurance*

Most businesses require insurance in one form or another. Some types of insurance are required by law, such as Workers' Compensation Insurance. Other forms may be obtained at the discretion of the business owner. Shop around to find the insurer who offers the best combination of coverage, service, and price. Trade associations often offer special rates and policies to their members.

Below is a listing of various types of insurance coverage, some of which are mandatory depending on your business:

- Worker's Compensation (mandatory)
- Automobile Insurance (mandatory)
- Liability Insurance - Protecting the business from claims of bodily injury, property damage, and malpractice.
- Fire Insurance
- Business Interruption Insurance - Compensating the business for revenue lost during a temporary halt of business caused by fire, theft, or illness.
- Crime Coverage - Reimbursing the employer for robbery, burglary, and vandalism losses.
- Product Liability Insurance
- Group Life Insurance (for employer and employees)
- Group Health Insurance (for employer and employees)
- Disability Insurance (for employer and employees)
- Key-Person Insurance - Compensating business for the death or disability of a key partner or manager.
- Fidelity Bonds - Insuring the employer from employee theft.

HOT TIPS

The Insurance Partnership (IP) is a new program that can help small business owners and their employees pay for health insurance. For details call the

Insurance Partnership at 800-399-8285 and also check out the guidelines on their website www.insurancepartnership.org

The U.S. Small Business Administration publishes a booklet called "Small Business Risk Management Guide, #MP-28," which contains information about insurance requirements for the business owner. It is available from the SBA by calling 617-565-5590 or you can download it from their website www.sba.gov

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Hiring Accountants and Legal Counsel*

Accountants

Your accountant should be a practical business advisor who can set up a total financial control system for your business and render sound business advice. When setting up your business, your accountant should work with you to establish accounting and reporting systems, cash projections, financing strategies, and tax planning. In addition, as the company matures, the accountant can provide the following services:

- Strategic planning
- Cash-management advice
- Merger, acquisition, and appraisal assistance
- Compensation strategies
- Cost-reduction planning
- Management information systems

HOT TIP

See the Massachusetts Society of Certified Public Accountants (CPAS) website for some hints on "How To Choose And Use A CPA" and a listing of CPAS by area of expertise, location, and even language capacity www.msccaonline.org/resources

Legal Counsel

There is much legal information available to assist you in performing many tasks that used to require the services of a lawyer. However, hiring legal counsel may expedite setting up a business because lawyers have experience with the process. Legal counsel also can provide you with the peace of mind that your

business requirements have been met correctly and that you have someone to contact should the unusual or unexpected occur.

If you decide not to acquire legal counsel for the sole reason that you feel you cannot afford it, you should consider re-evaluating your business financial plan. Most companies accept legal fees as a cost of doing business. If you cannot afford it, you may not have adequate financing for your business.

Legal counsel can be used for the following business requirements:

- Business form or organization
- Employee relations
- Partnership agreements
- Obtaining licenses
- Reviewing and negotiating contracts
- Reviewing various laws and regulations
- Antitrust, product liability, and environmental concerns
- Protection of your idea or product
- Names, trademarks, and service marks

HOT TIPS

Attend a free Business Legal Clinic for existing businesses and entrepreneurs in the start-up phase, offered by *The Economic Justice Project of the Lawyers' Committee for Civil Rights* under law of the Boston Bar Association.

Meet one-on-one with an experienced business attorney to help you address business legal issues such as licenses and permits, employment, franchises, contracts, trademark or copyright, commercial leases, or commercial loans. Attending this clinic will help you protect your business against serious financial risks. At your session an attorney also will help you determine whether you should seek follow-up legal representation.

Clinics take place the third Wednesday of every month, from 4 to 7 p.m., at varied locations. Call 617-482-1145 to schedule an appointment in advance and to find out the location of the clinic.

Check out IRS Publication 583, "Starting a Business and Keeping Records." The section on record keeping contains a wealth of information, including the description of the two most common methods of accounting (the choice you make will impact your tax year) and the outline of small business tax requirements. You can order or print it from the Internal Revenue Service website www.irs.gov.

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Regulations and Licensing Requirements

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Technical and Financial Assistance

Through its "Small Business Technical Assistance Program," the Business Assistance Team will work with you to identify a range of technical assistance resources available through the City and its partners. The Team can also assist qualified businesses with referrals to private and public lending agencies for business capital.

Additional resources include the 19 Boston Main Streets offices and the Boston Public Library system that includes the Kirstein Business branch in Downtown

Boston and your local neighborhood branch library. Many community organizations in partnership with the City provide consultation and other services in languages that include Cape Verdean, Chinese, French, Haitian Creole, Italian, Portuguese, Russian, Spanish, Vietnamese, as well as in English.

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Boston Business Assistance Center

2201 Washington Street

Roxbury, MA 02119

Phone: 617-989-9100

Fax: 617-989-9125

Website: www.cityofboston.gov/dnd/OBD/1_BBAC.asp

To provide corrections and/or additional listings to the Boston Business Resource Guide, contact:

Office of Business Development

26 Court Street, 9th Floor

Boston, MA 02108

Phone: 617-635-2000 Fax: 617-635-0282

Email: business.obd@ci.boston.ma.us

Boston Business Resource Guide, Published April 2004.

REGULATIONS AND LICENSING REQUIREMENTS

Navigating the maze of regulations and requirements for licenses, permits, and taxes among the various city, state, and federal government agencies can be confusing and overwhelming for the new, and even the experienced, business owner. This section is designed to help guide you through that maze as you start, expand, or relocate your business in Boston.

To aid you in going through this process, we've created the **Regulations & Licensing Requirements Checklist**. The checklist will help you keep track of your progress as you set up your business.

Following the checklist, **Regulations & Licensing Requirements in Detail** outlines specifics of each step. Here you'll find information on where to go and what to do for each step, along with available publications to read for additional topic information. For easy reference, agency contact information is included after each step.

A comprehensive agency **contact list** is provided at the end of this section, containing a variety of additional agencies that might also be helpful depending on your business needs.

Please note that no one guide can address regulations pertaining to every business; contact the agencies directly to identify the appropriate process for your particular business.

Regulations & Licensing Requirements Checklist

Steps 1 through 4 below list the most common City of Boston registration, licensing and permitting regulations. Steps 5 through 12 list state and federal requirements pertaining to licensing, registration, business taxes and payroll deductions. Each step is explained following this list, with contact information and web links provided. Please note that this information is meant to serve as an overview only; contact the appropriate agency for complete information.

City of Boston Regulatory Requirements

1. Comply with Zoning and Permitting Regulations
2. Obtain Necessary City of Boston Business Licenses
3. Register Your Business with the City Clerk
4. File a *Form of List* at the Assessing Department

State and Federal Regulatory Requirements

5. Apply for a Federal Tax Identification Number
6. Obtain Necessary Massachusetts Licenses
7. Register for State of Massachusetts Income and Business Taxes
8. File Federal Income Tax Forms for Your Business

Steps 9 – 12 apply only if you will have employees.

9. Register with the Massachusetts Division of Unemployment Assistance
10. Acquire Workers' Compensation Insurance
11. Create a System for Collecting Federal Unemployment Insurance Tax
12. Establish a Process for Collecting & Depositing Payroll Taxes

Regulations & Licensing Requirements in Detail

This section provides additional information regarding checklist items. It is divided into two groups: City of Boston Regulatory Requirements, Steps 1-4, and State and Federal Regulatory Requirements, Steps 5-12. The state and federal explanations provide a summary of each required step; for complete information please contact the appropriate agency.

City of Boston Regulatory Requirements

The City of Boston **Office of Business Development (OBD)** can provide additional assistance with regulations and licensing requirements for your Boston-based business. Refer to **How OBD Can Help** for more information.

Many of the City of Boston applications listed in this section are available for downloading, and some applications may even be submitted online. Links to the current selection of online applications are available at www.cityofboston.gov/transactions/permitsandapps.asp#pwd

1. Comply with Zoning and Permitting Regulations

Visit the City of Boston Inspectional Services Department (ISD) to determine the zoning and permitting regulations required for your business. Depending on the type of business you want to start, you may need to work with both the Building Division and the Division of Health Inspections.

Boston Inspectional Services Department (ISD)

1010 Massachusetts Avenue

Boston, MA 02118

Phone: 617-635-5300

Website: www.cityofboston.gov/isd

ISD Building Division (5th floor)

The Building Division is responsible for overseeing the city's zoning ordinances, which determine the types of activities allowed in any given building.

Before you spend any money on rent or remodeling, you should visit the Building Division to ensure that the building you wish to locate in is zoned for your type of business. If it is not, you must complete a **Legal Occupancy/Use Application**, have the building owner approve it, and return the signed application to ISD.

HOT TIP

ISD offers a free 15-minute Zoning Clinic to help you through the process. The clinic creates a customer-friendly atmosphere in which to discuss general or specific zoning questions. An ISD Inspector will guide you through the steps required to process your application. Commercial issues included in the Zoning Clinic include: increasing occupancy loads, signage, take-out restaurant use, offices, home business uses, and more. The clinic is offered every Tuesday from 9:00 a.m. –12:00 p.m. (no appointment is required) at ISD Plans and Zoning, counter #2, fifth floor.

Next, you will submit a **floor plan** and other documentation as requested by ISD. If you intend to remodel, you may also need a **Building Permit**. You may also need a variety of other permits, depending on the type of business you plan to open. Permits may include **Electrical and Fire Systems, Gas Fitting, Plumbing and Sprinklers**, and **Occupancy**.

What happens if your application is refused or denied?

If your business does not conform with the city's building or zoning codes, your application will be refused by the Building Division. If your application is denied, you can apply for an appeal at ISD. ISD will send your appeal to the Zoning Board of Appeals (ZBA) at City Hall and then the ZBA will notify you/the business owner and all of the abutters of a hearing date. Hearings take place at the Zoning Board of Appeals, City Hall, Room 801.

ISD has developed the [Guide to the City of Boston Zoning Board of Appeal Process](#) to both assist you throughout the permitting process and to explain how Boston's zoning code and the appeals process work to protect Boston's neighborhoods. The guide is available at the ISD website; from ISD home www.cityofboston.gov/isd, click "Plans and Zoning." On the Zoning Board of Appeals page you will also find information about zoning clinics, permits, and additional information.

ISD Division of Health (4th Floor)

The Health Division is responsible for overseeing the city's health and sanitation issues involving food and cleanliness.

You must visit the Division of Health Inspections if your business is one of the following: food service, retail food, hospital, nursing home, caterer, day care, after school program, funeral home, massage practitioner, massage establishment, mobile food, children's recreational camp, baths/health club, or swimming pool.

Currently, ISD Health Inspection information is contained in a section of the website called "Mayor's Food Court." Here you will find a selection of application forms for businesses as well as additional information.

(www.cityofboston.gov/isd, click *Mayor's Food Court*, then *ISD Forms*.) Note some forms can be submitted online; others must be printed and delivered to ISD. For additional information, contact the ISD health inspections division directly at 617-635-5326.

2. Obtain Necessary City of Boston Business Licenses

Depending on the services you render, you may be required to obtain licenses from one or more City of Boston regulatory agencies. These agencies may include the Boston Licensing Board, and the Inspectional Services, Public Works, Transportation, Police and/or Fire Departments.

The Licensing Board grants and regulates various types of alcohol and food licenses for restaurants, nightclubs, private clubs, package stores, hotels, and inns. It also grants and regulates licenses for common victualers (food only establishments), hotels (with or without alcohol), bowling alleys, pool tables, lodging houses, dormitories (including fraternities), and fortunetellers.

Boston Licensing Board

City Hall, Room 809

Boston, MA 02201

Phone: 617-635-4170

Website: www.cityofboston.gov/licensing/

The following are some examples of common licensing situations:

If you are opening a food service establishment or retail food store:

You must file an application for a **Common Victualer's License** with the Boston Licensing Board.

After receiving the Common Victualer's License, you will need to file the appropriate licenses with the ISD Health Inspections Division. If your establishment will serve or sell milk or frozen desserts, you will have to file additional applications with ISD Health Division.

If you will be using a dumpster:

City Ordinance requires that all businesses using a dumpster must obtain a **Site Cleanliness License**. You will need to apply for this license from the Environmental Sanitation Division of the ISD Health Inspections Division. This form is available for download at www.cityofboston.gov/isd/sitecleanliness/

ISD Division of Health Inspections

1010 Massachusetts Avenue

Boston, MA 02118

Phone: 617-635-5326

Website: www.cityofboston.gov/isd

If you will vend from a stationary unit or have a sidewalk sale on a public sidewalk:

You will be required to obtain a **Stationary Vending License** from the Public Works Department. You must make sure that the area is within a legal area for vendors; and you will need to get approval from the building owner and first floor tenants of the property in front of which you. You will then need to complete an "Application for the Sale, Storage and Display of Merchandise in the Public Ways in the City of Boston" and submit it to the Public Works Department.

Public Works issues vending licenses for stationary selling at a specific location; however they do not issue licenses that allow movement from one location to another. There are several requirements and restrictions on stationary vendors due to public safety issues.

Issuance of vending licenses is the responsibility of both the Public Works Department and the Boston Police Department; however, should you be requesting placement of a vehicle for vending purposes in the public way, approval by the Transportation Department will also be required.

Any person requesting a license for the sale of food must obtain a health license from the Inspectional Services Department; and if propane or Sterno are to be used, the vendor must obtain a fire permit from the Boston Fire Department.

Health and fire permits should be obtained after the Stationary Vending License has received approval from the Public Works Department and the Boston Police Department.

For complete information contact Public Works. For a detailed description of the regulations and requirements, and to obtain an application, go to:
www.cityofboston.gov/publicworks/PrmVending.asp

Department of Public Works

Boston City Hall, Room 714

Boston, MA 02201

Phone: 617-635-4911

Website: www.cityofboston.gov/publicworks/

Note: The City of Boston does not license peddlers, hawkers, or transient (not stationary) vendors. If you are a mobile vendor, you will need to obtain a license from the State Division of Standards. (See contact list.)

If your business will involve any entertainment:

You must obtain an **Entertainment License** from the Office of Consumer Affairs and Licensing at City Hall.

Consumer Affairs and Licensing

City Hall, Room 817

Boston, MA 02201

Phone: 617-635-4165

Website: www.cityofboston.gov/consumeraffairs/

3. Register Your Business with the City Clerk

You must register your business with the City Clerk's office by submitting a notarized **Business Certificate** form, also known as a "Doing Business As" (DBA) form.

All unincorporated businesses and any corporation not registered in Massachusetts doing business in the City of Boston must file a Business

Certificate with the City Clerk's office. The only exception to the registration requirement is if you will be using your own name as your business name. For instance, if your name is Sue Smith and your business will be called Sue Smith, you do not need to register. However, if you add anything to your name – for example, Sue Smith Auto Body – you are required to register your business. Contact the Office of the City Clerk if you have any questions about this requirement.

Business Certificate forms can be obtained the following ways:

- Visit the City Clerk's office in person weekdays from 9:00 a.m. until 5:00 p.m. (If you intend to file the form at that time, all owners must be present to have signatures notarized at the City Clerk's office.)
- Mail a written request for the form, along with a self-addressed stamped envelope, to the City Clerk's Office.
- Purchase a copy at your local stationery store.
- Download the online form from the City Clerk's website.

The form must be signed by each of the business owners and each signature must be notarized individually. Submit notarized form with \$50 filing fee (business check or money order) payable to the City of Boston. An additional \$25 filing fee must be included with this application for any corporation not registered in Massachusetts or for a domestic or foreign corporation using a different trade name for conducting business.

Office of the City Clerk

Boston City Hall, Room 601

Boston, MA 02201

Phone: 617-635-4600, then press 0

Website: www.cityofboston.gov/cityclerk/

4. File a *Form of List* at the Assessing Department

When you start a business in any given year, you must file a ***Form of List*** with the Assessing Department by March 1st of the following year. Individuals, partnerships, associations or trusts, corporations, and limited liability companies subject to taxation in Boston must file a *Form of List* annually.

This form lists all tangible business assets, such as: machinery, equipment, furniture, and fixtures. It is used by the Assessing Department to assess values on all real and personal property located within the City of Boston. Assets assessed at below \$10,000 will not be subject to taxation. However, all business must file the form; failing to do so will result in a penalty of a percentage of the assessed value of your tangible business assets.

The form can be obtained at the assessors office or at the website below. Once your business is registered with the Assessing Department, blank forms and instructions will be mailed to you annually. For complete information and to obtain blank forms, contact:

Assessing Department

Personal Property Unit

Boston City Hall, Room 301

Boston, MA 02201

Phone: 617-635-1165

Email: Assessing@cityofboston.govWebsite: www.cityofboston.gov/assessing/perproperty.asp**HOT TIP**

*For one-stop service on all City of Boston tax related matters:***Taxpayers Referral and Assistance Center (TRAC)**

Boston City Hall

Room M-5, (on the mezzanine level)

Boston, MA 02201

Phone: 617-635-4287

Web: www.cityofboston.gov/TRAC

State and Federal Regulatory Requirements

The following steps are provided as an overview only. This section includes links to useful publications and websites to help you find further information. This guide is not intended to be the definitive resource on these topics. Additional information should be obtained using the state and federal contacts provided.

5. Apply for a Federal Tax Identification Number

Federal Tax Identification Number (TIN) is the number used to identify your business in IRS tax returns. This number is used for both federal and state tax purposes.

Most businesses are required to apply for an **Employer Identification Number (EIN)**, which will be used as their taxpayer identification number. Sole proprietorships without employees (other than the owner) may use their Social Security number as their taxpayer identification number. In some cases, the taxpayer identification number is also referred to as a Business Identification Number. These names are often used interchangeably, which may be confusing.

Businesses that must obtain an EIN number include: sole proprietorships with one or more employees (not including yourself), and partnerships and corporations with or without employees. Sole proprietorships without employees (other than the owner) that are required to file excise, alcohol, tobacco, firearms, or employment tax returns must also obtain a federal employer identification number.

Please note that a married couple running a business together (with or without employees) are considered a partnership, not a sole proprietorship, and must obtain an EIN.

To obtain an EIN, file Form SS-4, "Application for Employer Identification Number," with the Internal Revenue Service (IRS). You can file:

- Online at the IRS website www.irs.gov/
- In person or by mail from the IRS (See contact information under State and Federal Requirements)
- By calling the IRS at 866-816-2065, Monday-Friday from 7:30-5:30
- By fax at 631-447-8960 (24 hours)

To better understand what an EIN number does, request Publication 1635, "Understanding Your EIN."

6. Obtain Necessary Massachusetts Licenses

Many specialized occupations require **licenses** from the Commonwealth of Massachusetts. The business section of the state website provides a detailed breakdown of occupations and the agencies that oversee their licensing.

To conduct a search for specific state requirements by occupation, go to www.mass.gov, click *Business* at the top of the page; then *Licensing, Permitting & Regulation*; and then *Occupational & Business Licenses*. Here you will find categories of business type, such as "retail trade, services, food & lodging," which lead you to specific information about the licensure for your business and which agencies to contact.

The Division of Professional Licensure is an agency within the state Office of Consumer Affairs and Business Regulation, with 29 [boards of registration](#) regulating more than 40 [trades and professions](#). The division is responsible for licensing and regulating the activities of over 330,000 individuals, corporations, and partnerships.

Division of Professional Licensure

239 Causeway Street

Boston, MA 02114

Phone: 617-727-3074

Fax: 617-727-2197

Website: www.state.ma.us/reg/

7. Register for State of Massachusetts Income and Business Taxes

Most businesses are required to pay some amount of **Income Tax** to the State of Massachusetts. The Department of Revenue (DOR) oversees taxation for the State of Massachusetts. The specifics of income tax, including forms and deadlines, depend on how your business is structured.

Businesses that will sell taxable items in Massachusetts are required to apply for a **Sales and Use Tax Registration Certificate**; certain businesses may also be required to pay **Trustee** and/or **Excise Taxes**.

After you have completed the registration process, the Department of Revenue will determine the requirements you will need to meet regarding tax filing frequency and will send you the appropriate monthly, quarterly, and/or annual returns. It is your responsibility to inform yourself and to comply with the state tax filing requirements.

DOR has compiled a useful online reference, "*Guide to Massachusetts Tax and Employer Obligations*," which provides specific information on a variety of state tax issues. This guide is available on the DOR website along with many other helpful tax related publications.

DOR also offers a free Small Business Workshop designed to walk you through the tax issues. This workshop is co-sponsored by the IRS and also covers important federal tax issues. Registration is accepted online or by phone.

Access the guide and workshop at www.massdor.com, click business information.

Massachusetts Department of Revenue

Customer Service Bureau

Charles F. Hurley Building

19 Staniford Street

Boston, MA 02114

Phone: 617-887-6367 or toll free in state at 1-800-392-6089

Website: www.massdor.com

8. File Federal Income Tax Forms for Your Business

The **federal income tax** forms you will be required to file with the Internal Revenue Service depend on your type of business and its legal structure. The IRS business website, www.irs.gov/businesses/, provides valuable information organized by business structure.

The following Internal Revenue Service tax publications may be useful:

- If you are a sole proprietor: #334 "Tax Guide for Small Businesses"
- If your business is a corporation: #542 "Corporations"
- If your business is a partnership: #541 "Partnerships"

Information and publications are available at the IRS office and on its website:

Internal Revenue Service

J.F.K. Federal Building

Government Center

Boston, MA 02203

Phone: 617-316-2850 or 1-800-829-1040

Website: www.irs.gov/businesses/

Steps 9 – 12 apply only if you will have employees.

If you will have employees, be sure to read the *Massachusetts Guide to Tax and Employer Obligations*, which outlines your responsibilities as an employer. This guide is available at www.massdor.com, under Business Information.

9. Register with the Massachusetts Division of Unemployment Assistance

If you will have employees, you must register with the Massachusetts Division of Unemployment Assistance (DUA). (*Formerly called the Division of Employment and Training.*) You are required to complete the “**Employer Status Report**, Form 1110,” which registers you with DUA to pay state unemployment tax.

The form is available online at www.detma.org/default.htm
Here you will also find contribution forms and related publications.

Massachusetts Division of Unemployment Assistance

Contributions Department

Charles F. Hurley Building

19 Staniford Street, 5th Floor

Boston, MA 02114

Phone: 617-626-5050; or 617-626-6800 for unemployment insurance information

Website: www.detma.org/default.htm (see Business Services)

10. Acquire Workers' Compensation Insurance

If you will have employees, you must acquire **workers' compensation insurance** covering your employees. The Department of Industrial Accidents (DIA) enforces the workers' compensation law in Massachusetts.

The agency has created the “Employers’ Guide to the Massachusetts Workers’ Compensation System,” which explains the system requirements in detail. This publication is available on its website, www.state.ma.us/dia/, and can be found via the “For Employers” link located under General Information.

Workers’ Compensation Insurance can be obtained through any insurance agent or broker that handles business insurance, through a direct writer of insurance, or through the Insurance Rating Bureau, 617-439-9030. For additional information contact the DIA directly or visit the “For Employers” section of its website.

Department of Industrial Accidents

Labor and Workforce Development

600 Washington Street, 7th Floor

Boston, MA 02111

Phone: 617-727-4900; or 1-800-323-3249, extension 470

Website: www.state.ma.us/dia/

11. Create a System for Collecting Federal Unemployment Insurance Tax

If you will have employees, under the Federal Unemployment Tax Act (FUTA), you as the employer are responsible to pay Federal Unemployment Insurance Tax. You must complete IRS Form 940 and submit it to the IRS.

For more information visit www.irs.gov/businesses/, see Employment Taxes for Small Businesses.

If you have any questions, contact the IRS at 1-800-829-1040.

12. Establish a Process for Collecting & Depositing Payroll Taxes

If you will have employees, you are required to withhold **federal payroll taxes** from your employees' paychecks. Payroll taxes include State and Federal Income Tax, and Social Security and Medicare (FICA) taxes.

The IRS website provides information on this topic: visit www.irs.gov/businesses/ and click *Employment Taxes for Small Businesses*. There are many useful topics in this section; IRS recommends you read "Publication 15, *Circular E, Employer's Tax Guide*," which can be found under Employment Tax Publications.

- Federal Corporate Income Tax: 1-800-829-1040
 - Federal Tax Forms Only: 1-800-829-1040
 - Federal Tax Information: 1-800-829-1040
-

How OBD Can Help

The Office of Business Development's Boston Business Assistance Center helps entrepreneurs and small business owners in Boston identify and coordinate an array of business services and resources including business plan development, business start-up assistance, locating a business site, providing loan application assistance, and guiding business owners through the City's permitting, licensing, and zoning processes.

Among its many resources, the Boston Business Assistance Center maintains a bank of computers and a library of over 200 start-up guides for specific businesses. Available computer programs allow you to write a business plan, make business cards, write an employee manual, set up your accounting books, and perform many other activities critical to business operations. **All services are free to Boston residents and/or Boston-based businesses.**

Other services and information resources available at the Boston Business Assistance Center:

- Business Start-Up/Acquisition
- Loan Packaging/Financial Assistance
- Marketing/Sales Strategy
- City, State, Federal Procurement

- Accounting and Record Keeping
- Business Recruitment

As you read through the Business Resource Guide, remember that OBD can help in a variety of ways:

Foundation

The Business Assistance Center maintains a bank of computers and software to assist with writing business plans and other documents. The Center also maintains a library of over 200 start-up guides for specific businesses.

Regulations and Licensing Requirements

As your voice in City Hall, the Business Assistance Team can advocate for you and guide you through the city permitting, licensing, and zoning processes.

Technical and Financial Assistance

Through its "Small Business Technical Assistance Program," the Business Assistance Team will work with you to identify a range of technical assistance available resources through the City and its partners. The Team can also assist qualified businesses with referrals to private and public lending agencies for business capital.

Additional resources include the 19 Boston Main Streets offices and the Boston Public Library system that includes the Kirstein Business branch in Downtown Boston and your local neighborhood branch library. Many community organizations in partnership with the City provide consultation and other services in languages that include Cape Verdean, Chinese, French, Haitian Creole, Italian, Portuguese, Russian, Spanish, Vietnamese, as well as in English.

Visit the Boston Business Assistance Center

The Boston Business Assistance Center is open Monday through Friday from 9:00 a.m. to 5:00 p.m. No appointment is necessary.

Boston Business Assistance Center

2201 Washington Street

Roxbury, MA 02119

Phone: 617-989-9100

Fax: 617-989-9125

Website: www.cityofboston.gov/dnd/OBD/1_BBAC.asp

To provide corrections and/or additional listings to the Boston Business Resource Guide, contact:

Office of Business Development

26 Court Street, 9th Floor

Boston, MA 02108

Phone: 617-635-2000 Fax: 617-635-0282

Email: business.obd@ci.boston.ma.us

Boston Business Resource Guide, Published April 2004.

REGULATIONS AND LICENSING REQUIREMENTS CONTACT INFORMATION

Agencies are listed alphabetically within city, state, and federal groups.

Note: This list is current as of publication April 2004; contact information and websites subject to change without notice.

City of Boston Departments & Agencies

Assessing Department

Personal Property Unit
Boston City Hall, Room 301
Boston, MA 02201
Phone: 617-635-1165 or 617-635-1141 (Valuation Questions)
Website: www.cityofboston.gov/assessing/perproperty.asp
Email: Assessing@cityofboston.gov

Boston Licensing Board

City Hall, Room 809
Boston, MA 02201
Phone: 617-635-4170
Website: www.cityofboston.gov/licensing/
Email: LicensingBoard@cityofboston.gov

Boston Police Department

One Schroeder Place (licensing window: 1st floor, M-F, 8:30am-4:00pm)
Boston, MA 02120
Phone: 617-343-4435
Website: www.ci.boston.ma.us/police/

Consumer Affairs and Licensing

City Hall, Room 817
Boston, MA 02201
Phone: 617-635-4165
Website: www.cityofboston.gov/consumeraffairs/
Email: MOCAL@cityofboston.gov

Department of Public Works

Boston City Hall, Room 715
Boston, MA 02201
Phone: 617-635-4911
Website: www.cityofboston.gov/publicworks/

Email: PublicWorks@cityofboston.gov

Inspectional Services Department

1010 Massachusetts Avenue

Boston, MA 02118

Phone: 617-635-5300

Website: www.cityofboston.com/isd/

Email: ISD@cityofboston.gov

Office of Business Development

26 Court Street, 9th floor

Boston, MA 02108

Phone: 617-635-2000

Fax: 617-635-0282

Website: www.cityofboston.gov/dnd/OBD

Email: business.obd@ci.boston.ma.us

- **Boston Business Assistance Center**

2201 Washington Street

Roxbury, MA 02119

Phone: 617-989-9100

Fax: 617-989-9125

Website: www.cityofboston.gov/dnd/OBD/1_BBAC.asp

Office of the City Clerk

Boston City Hall, Room 601

Boston, MA 02201

Phone: 617-635-4600

Website: www.cityofboston.com/cityclerk/

Email: See website for contact information

Taxpayer Referral and Assistance Center

Boston City Hall, Room M-5

Boston, MA 02201

Phone: 617-635-4287

Website: www.cityofboston.gov/TRAC

Email: Assessing@cityofboston.gov

Zoning Board of Appeals

City Hall, Room 205

Boston, MA 02201

Phone: 617-635-4775

Boston, MA 02201

Website: www.cityofboston.gov/isd/BOA

Email: ISD@cityofboston.gov

Commonwealth of Massachusetts Departments & Agencies

Department of Industrial Accidents*Labor and Workforce Development*

600 Washington Street, 7th Floor

Boston, MA 02111

Phone: 617-727-4900 or 800-323-3249

Website: www.state.ma.us/dia/**Division of Occupational Safety**399 Washington Street, 5th Floor

Boston, MA 02108

Phone: 617-727-3452

Website: www.state.ma.us/dos**Division of Professional Licensure**

239 Causeway Street, Suite 500

Boston, MA 02114

Phone: 617-727-7367

Website: www.state.ma.us/reg/**Division of Standards**

One Ashburton Place, Room 1115

Boston, MA 02116

Phone: 617-727-3480

Website: www.mass.gov/standards**Massachusetts Business Development Corporation**

500 Edgewater Drive, Suite 555

Wakefield, MA 01880

Phone: 781-928-1100 Fax: 781-928-1101

Website: www.mass-business.com**Massachusetts Department of Revenue***Customer Service Bureau*

Charles F. Hurley Building

19 Staniford Street

Boston, MA 02114

Phone: 800-392-6089 or 617-887-6367

Website: www.dor.state.ma.us/**Massachusetts Division of Unemployment Assistance***Contributions Department*

Charles F. Hurley Building

19 Staniford Street, 5th floor

Boston, MA 02114

Phone: 617-626-6800 - Unemployment insurance info

617-626-5050 - Employer Contributions
617-626-5400 - Customer Service
617-626-5744 - Info on the labor market

Website: www.DETMA.org/default.htm

Massachusetts Office of Business Development

10 Park Plaza, Suite 3720

Boston, MA 02116

Phone: 617-973-8600 or 800-522-7482 Fax: 617-973-8797

Website: www.state.ma.us/mobd

Office for Childcare Services

One Ashburton Place, Room 1105

Boston, MA 02108

Phone: 617-626-2000 Fax: 617-626-2028

Website: www.qualitychildcare.org

Secretary of State's Office

Corporations Division

One Ashburton Place, 17th Floor

Boston, MA 02108

Phone: 617-727-9640

Website: www.state.ma.us/sec/cor/

Secretary of State's Office

Trademarks Division

One Ashburton Place, Room 1717

Boston, MA 02108

Phone: 617-727-8329

Website: www.state.ma.us/sec/cor/

State Office of Minority and Women Business Assistance (SOMWBA)

10 Park Plaza, Suite 3740

Boston, MA 02116

Phone: 617-973-8692

Website: www.somwba.state.ma.us/

This is the Commonwealth of Massachusetts agency that helps to promote the development of business enterprises and non-profit organizations owned or operated by minorities and women. In addition to its service to minority and women business enterprises, SOMWBA has the responsibility to certify businesses that meet certain criteria.

Federal Divisions and Agencies

Bureau of the Census

Regional Office
2 Copley Place, Ste 301
Boston, MA 02117
Phone: 617-424-0510
Website: www.census.gov/

Demographic & economic surveys

Quick facts link: <http://quickfacts.census.gov/qfd/states/25000.html>

Commissioner of Patents and Trademarks

U.S. Patent and Trademark Office
General Information Services Division
Crystal Plaza 3, Room 2C02
Washington, D.C. 20231
Phone: 800-786-9199
Website: www.uspto.gov/

Federal Information Center

Federal Information Center

P.O. Box 600
Cumberland, MD 21502
Phone: 800-688-9889
Website: www.firstgov.gov/

An extremely valuable website that provides information and links to the various government agencies and resources.

Internal Revenue Service

J.F.K. Federal Building
Government Center
Boston, MA 02203
Phone: 617-316-2850
Website: www.irs.gov/

- | | |
|--------------------------------|--------------|
| • Federal Corporate Income Tax | 800-829-1040 |
| • Federal Tax Forms Only | 800-829-3676 |
| • Federal Tax Information | 800-829-1040 |

International Trade

164 Northern Avenue
Room 307
Boston, MA 02210
Phone: 617- 424-5900
Website: www.ita.doc.gov/

Small Business Administration

O'Neill Building

10 Causeway Street

2nd Floor, Room 265

Boston, MA 02222

Website: www.sba.gov/

- Management Division 617- 565-5590
- Finance Division 617- 565-5627
- Procurement & Technical Assist. 617- 565-5589
- Service Corps of Retired Executives 617- 565-5591

U.S. Copyright Office

Library of Congress

101 Independence Avenue S.E.

Washington, D.C. 20559

Phone: 202-707-3000 or 800-688-9889

Website: www.copyright.gov/**U.S. Department of Commerce**MA contact info: www.commerce.gov/states/massachusetts.htmlWebsite: www.commerce.gov**U.S. Government Book Store**

Call toll free: 866-512-1800

Or shop on line at [US Government Online Bookstore](http://USGovernmentOnlineBookstore)Website: <http://bookstore.gpo.gov/>

To provide corrections and/or additional listings to the Boston Business Resource Guide, contact:

Office of Business Development

26 Court Street, 9th Floor

Boston, MA 02108

Phone: 617-635-2000 Fax: 617-635-0282

Email: business.obd@ci.boston.ma.us*Boston Business Resource Guide, Published April 2004.*

BUSINESS TECHNICAL ASSISTANCE

This section is designed to direct you to the resources and assistance needed to help build your business. For the purposes of this document, *technical assistance* means the practical training and advice that can help you implement your plans to start, sustain, or expand your business.

You can obtain technical assistance in a number of ways. You can conduct your own research and/or work with business trainers, advisors, and mentors. They can discuss a variety of topics with you including:

- Business plan development
- Loan packaging
- Administration
- Financial management
- Marketing
- Commercial design

Business planning includes setting and/or redefining goals, learning how to define and target your market, and improving your approach to serving your customers. Ultimately, all of these improvements are intended to help you increase profits.

The Office of Business Development can help. Through its "Small Business Technical Assistance Program," the Business Assistance Team will work with you to identify a range of technical assistance available resources through the city and its partners. The team can also assist qualified businesses with referrals to private and public lending agencies for business capital.

Within this section you will find an explanation of the types of technical assistance resources available and listings of agencies that provide some or all of these resources. To help you sort through the many agencies and their services, this section presents the information in two forms:

Summary Chart highlights the types of assistance available at each organization to help you target the right options for your business. This chart provides an easy way to compare agencies at a glance.

Programs and Contact Information provides detailed descriptions of services and complete contact information. The list is divided into groups to make it easier to navigate.

Types of Technical Assistance Services

The **Business Technical Assistance Summary Chart** breaks services down into the following areas of assistance, listed as they appear from left to right within the chart:

Training, Workshops, and Seminars – comprehensive courses as well as brief sessions covering business planning, financial management, taxes, marketing, and design, among others.

Individual Business Counseling – individual assistance, which may include any of the following:

- *Business Plan Development* – setting goals, conducting market research, qualifying for loans and financing, as well as identifying legal and tax issues to address during the life cycle of your business.
- *Financial Management* – tax assistance, bookkeeping and accounting, and sales profit and cash flow projections.
- *Marketing Assistance* – image and store branding, collateral development, advertising and promotion strategies, and market research.
- *Design Assistance* – interior design and storefront façade improvements.

Other Services – additional services offered by the organizations listed, including site-finding programs, licensing and permitting guidance, networking, and international trade, among others.

Loan Packaging – assistance with preparing a loan application.

Financing – programs targeted to the special needs of small business owners unable to qualify for standard bank financing. (Additional financing programs are listed in the section titled *Financial Assistance*. While any lender will want to see a business plan including financial information to show how the loan will be repaid, it will be necessary for you to contact each agency to determine their specific requirements.)

Business Technical Assistance Summary Chart and Program and Contact Information

The **Business Technical Assistance Summary Chart** lists organizations and websites, where available. It is designed to help you target the right agencies for your needs, avoiding the need to wade through many pages of details. Use the chart to locate the agencies you think you are interested in, then use the contact lists to get more detailed information. If you prefer to link directly to the agency's website while viewing the summary chart, links are provided there as well.

Both the *Summary Chart* and *Description* sections are divided into categories of agencies to make the list easier to navigate. Agencies are presented alphabetically within each category group. Click the bold category name to access that section of the contact list.

- ❑ **City of Boston Resources** includes municipal government organizations that offer technical assistance, business information, and guidance on zoning, licensing, permitting, and taxes.
- ❑ **State of Massachusetts Departments and Agencies** lists important state agencies to contact if you are starting, expanding, or relocating your business in Boston.
- ❑ **Quasi-Public Agencies** includes corporations that operate privately but under a public mandate, sometimes with government backing. The Department of Economic Development (DED) works with a number of quasi-public agencies to promote economic growth throughout the state's business sector. These agencies provide access to funding opportunities, human resource management, and state-of-the-art technologies vital to stimulating the vibrant business environment we enjoy in the Commonwealth.
- ❑ **Federal Divisions and Agencies** lists important federal departments to contact if you are starting, expanding, or relocating your business in Boston.
- ❑ **Non-Profit Agencies & Community Organizations** includes agencies that collaborate with the Office of Business Development and its Technical Assistance partners to provide direct service or referrals to business and community resources throughout the city. The Office of Business Development's Business Assistance Team, its partners, and the many organizations here listed work together to bring you a range of technical assistance programs, services, and workshops and training that cover all facets of business development, financial management, marketing, and commercial design.

To provide corrections and/or additional listings to the Boston Business Resource Guide, contact:

Office of Business Development
26 Court Street, 9th Floor
Boston, MA 02108
Phone: 617-635-2000 Fax: 617-635-0282
Email: business.obd@ci.boston.ma.us

Boston Business Resource Guide, Published April 2004.

Business Technical Assistance Summary Chart

This chart provides an alphabetical listing of business resources available to small businesses. Listings are grouped by city, state, federal, quasi-public, and non-profit agencies. For program descriptions and contact information, see **Technical Assistance Programs and Contact Information**. For additional information on financial programs, see **Financial Assistance**.

Note: This list is current as of publication April 2004; contact information and websites subject to change without notice.

| Organizations and Agencies | Categories of Assistance | | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|------------------------|-------------------|-------------------|-----------------------|
| City of Boston Resources | Training/ Workshops/ Seminars | Business Counseling | Other Services | Loan Packaging | Financing Programs |
| Assessing Information Center <i>Taxpayer Referral & Assistance Center</i> (TRAC) www.cityofboston.gov/trac/ | N/A | N/A | ◆ | N/A | N/A |
| Boston Public Libraries www.bpl.org <i>Kirstein Business Branch</i> – click on Research & Specialized Services, then choose Kirstein | N/A | N/A | ◆ | N/A | N/A |
| Boston Redevelopment Authority (BRA) <i>Back Streets Program</i> www.cityofboston.gov/bra/backstreets | N/A | ◆ | ◆ | ◆ | ◆ |
| City Clerk (<i>Business Registration</i>) www.cityofboston.gov/cityclerk | N/A | N/A | ◆ | N/A | N/A |
| Inspectional Services Department (ISD) www.cityofboston.gov/isd | ◆ | N/A | ◆ | N/A | N/A |
| Licensing Board www.cityofboston.gov/licensing | N/A | N/A | ◆ | N/A | N/A |
| Office of Business Development www.cityofboston.gov/dnd/OBD/ <i>See programs and services below:</i> | ◆ | ◆ | ◆ | ◆ | ◆ |
| • Boston Main Streets www.cityofboston.gov/mainstreets | ◆ | ◆ | ◆ | N/A | N/A |
| • Boston Business Assistance Center | ◆ | ◆ | ◆ | ◆ | ◆ |
| • Commercial Real Estate & Business Development | N/A | N/A | N/A | ◆ | ◆ |
| • ReStore Boston | N/A | N/A | ◆ | N/A | ◆ |
| Small & Local Business Enterprise (formerly Minority & Women's Business Enterprise) www.cityofboston.gov/minorityandwomen/ | ◆ | ◆ | ◆ | N/A | N/A |

Business Technical Assistance Summary Chart

| Organizations and Agencies | Categories of Assistance | | | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|------------------------|-------------------|-------------------|-----------------------|
| Commonwealth of Massachusetts Departments & Agencies | Training Workshops Seminars | Business Counseling | Other Services | Loan Packaging | Financing Programs |
| Massachusetts Department of Business & Technology www.mass.gov/ | N/A | N/A | ◆ | N/A | Referral |
| Massachusetts Department of Revenue www.dor.state.ma.us/ | N/A | N/A | ◆ | N/A | N/A |
| Massachusetts Division of Employment and Training www.detma.org/default.htm | ◆ | N/A | ◆ | N/A | N/A |
| Massachusetts Office of Business Development (MOBD) www.state.ma.us/mobd | N/A | N/A | ◆ | N/A | Referral |
| Massachusetts Small Business Development Center Network (MSBDC) http://msbdc.som.umass.edu/ <i>See programs and services below</i> | ◆ | ◆ | ◆ | ◆ | Referral |
| • Metro Boston Regional Office www.bc.edu/SBDC/ | ◆ | ◆ | ◆ | ◆ | Referral |
| • UMASS Boston Small Business Center www.sbdc.umb.edu | ◆ | ◆ | ◆ | N/A | Referral |
| • Massachusetts Export Center www.state.ma.us/export | ◆ | ◆ | ◆ | N/A | Referral |
| • Procurement Technical Assistance Program http://msbdc.som.umass.edu/ptac/ | ◆ | ◆ | ◆ | N/A | N/A |
| State Office of Minority and Women Business Assistance (SOMWBA) www.somwba.state.ma.us/ | ◆ | ◆ | ◆ | N/A | N/A |
| Quasi-Public Agencies | Training Workshops Seminars | Business Counseling | Other Services | Loan Packaging | Financing Programs |
| Commonwealth Corporation www.commcorp.org/ | N/A | N/A | ◆ | N/A | N/A |
| Community Economic Development Assistance Corporation (CEDAC) www.cedac.org/ | N/A | ◆ | ◆ | ◆ | ◆ |
| Massachusetts Alliance for Economic Development (MAED) www.massecon.com/ | N/A | N/A | Site Selection | N/A | N/A |
| Massachusetts Technology Collaborative (MTC) www.mtpc.org/ | N/A | N/A | ◆ | N/A | N/A |

Business Technical Assistance Summary Chart

| Organizations and Agencies | Categories of Assistance | | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|---------------------|----------------|----------------|--------------------|
| Federal Divisions and Agencies | Training Workshops Seminars | Business Counseling | Other Services | Loan Packaging | Financing Programs |
| Commissioner of Patents and Trademarks www.uspto.gov/ | N/A | N/A | ◆ | N/A | N/A |
| U.S. Census Bureau www.census.gov | ◆ | N/A | ◆ | N/A | N/A |
| Defense Contract Management Agency (P) www.dcm.a.mil | ◆ | ◆ | ◆ | N/A | N/A |
| Department of Labor www.dol.gov/ | N/A | N/A | ◆ | N/A | N/A |
| General Services Administration (GSA) (P) www.gsa.gov/ | ◆ | N/A | ◆ | N/A | N/A |
| Internal Revenue Service - Small Business and Self-Employed Community www.irs.gov/businesses/small/index.html | ◆ | ◆ | ◆ | N/A | N/A |
| Occupational Safety & Health Administration www.osha.gov/ | ◆ | ◆ | ◆ | N/A | N/A |
| U.S. Small Business Administration www.sba.gov/ See also the online Women's Business Center at www.onlinewbc.gov | ◆ | ◆ | ◆ | N/A | ◆ |
| SCORE www.score.org (P) | ◆ | ◆ | N/A | N/A | N/A |
| Social Security Administration www.ssa.gov/ | N/A | N/A | ◆ | N/A | N/A |
| Non-profit Agencies & Community Organizations (P) Indicates agency is a partner with the City of Boston | Training Workshops Seminars | Business Counseling | Other Services | Loan Packaging | Financing Programs |
| ACCION USA - Boston, MA (P) www.accionusa.org/boston | N/A | ◆ | ◆ | ◆ | ◆ |
| Boston Main Streets www.bostonmainstreets.com/ | ◆ | ◆ | ◆ | N/A | N/A |
| Center for Women & Enterprise www.cweboston.org/ | ◆ | ◆ | ◆ | ◆ | ◆ |

Business Technical Assistance Summary Chart

| Organizations and Agencies | Categories of Assistance | | | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|---------------------|----------------|----------------|--------------------|
| Non-profit Agencies & Community Organizations <i>(P)</i> Indicates agency is a partner with the City of Boston | Training Workshops Seminars | Business Counseling | Other Services | Loan Packaging | Financing Programs |
| Codman Square Neighborhood Development Corporation <i>(no website at this time)</i> | ◆ | ◆ | ◆ | N/A | N/A |
| Community Business Network (CBN) www.macdc.org/ <i>See member organizations below:</i> | ◆ | ◆ | ◆ | ◆ | ◆ |
| <ul style="list-style-type: none"> Allston Brighton Community Development Corporation www.allstonbrightoncdc.org | ◆ | ◆ | ◆ | Referral | Referral |
| <ul style="list-style-type: none"> Asian Community Development Corporation www.asiancdc.org | N/A | ◆ | ◆ | N/A | N/A |
| <ul style="list-style-type: none"> CDC of Boston, Inc. www.cdcofboston.org | Referral | ◆ | ◆ | Referral | Referral |
| <ul style="list-style-type: none"> Dorchester Bay EDC www.dbedc.com | ◆ | ◆ | ◆ | ◆ | ◆ |
| <ul style="list-style-type: none"> Fenway Community Development Corporation www.fenwaycdc.org | Referral | Referral | ◆ | Referral | Referral |
| <ul style="list-style-type: none"> Jamaica Plain Neighborhood Dev. Corp. (JPNDC) www.jpndc.org | ◆ | ◆ | ◆ | ◆ | ◆ |
| <ul style="list-style-type: none"> Mattapan Family Service Center <i>(no website at this time)</i> | Referral | Referral | ◆ | Referral | Referral |
| <ul style="list-style-type: none"> Mission Hill Neighborhood Housing <i>(no website at this time)</i> | N/A | Referral | ◆ | Referral | Referral |
| <ul style="list-style-type: none"> Neighborhood of Affordable Housing (NOAH) www.noahcdc.org | ◆ | ◆ | ◆ | Referral | Referral |
| <ul style="list-style-type: none"> So. Boston Neighborhood Development Corp. <i>(no website at this time)</i> | Referral | Referral | Referral | Referral | Referral |
| <ul style="list-style-type: none"> Viet AID www.vietaid.org | ◆ | ◆ | ◆ | Referral | Referral |
| The Community Enterprise Project (CEP), Hale & Dorr Legal Services Center of Harvard Law School www.haledorr.com | Referral | ◆ | Legal | N/A | N/A |
| Consumer Credit Counseling Service www.cccsintl.org | N/A | ◆ | ◆ | N/A | N/A |
| Count Me In www.count-me-in.org | ◆ | ◆ | ◆ | ◆ | ◆ |
| The Economic Justice Project www.lawyerscom.org | ◆ | ◆ | Legal | N/A | N/A |
| Elizabeth Stone House www.elizabethstone.org | ◆ | ◆ | ◆ | N/A | N/A |
| Greater Boston Chamber of Commerce www.bostonchamber.com | ◆ | N/A | ◆ | N/A | N/A |

Business Technical Assistance Summary Chart

| Organizations and Agencies | Categories of Assistance | | | | |
|----------------------------------------------------------------------------------------------------------------------------------|-----------------------------|---------------------|----------------|----------------|--------------------|
| Non-profit Agencies & Community Organizations (P) Indicates agency is a partner with the City of Boston | Training Workshops Seminars | Business Counseling | Other Services | Loan Packaging | Financing Programs |
| Hispanic American Chamber of Commerce www.hacc.com/ | ◆ | ◆ | ◆ | N/A | N/A |
| Initiative for a Competitive Inner City (ICIC) www.icic.org | N/A | ◆ | ◆ | N/A | N/A |
| Massachusetts Alliance for Economic Development www.massecon.com | N/A | N/A | ◆ | N/A | N/A |
| Massachusetts Alliance for Small Contractors www.massalliance.com/ | ◆ | ◆ | ◆ | N/A | ◆ |
| Massachusetts Bar Association www.massbar.org/lawhelp/ | N/A | N/A | ◆ | N/A | N/A |
| Massachusetts Society of Certified Public Accountants (MSCPA) www.msccaonline.org/ | N/A | N/A | ◆ | N/A | N/A |
| MIT Enterprise Forum (no website at this time) | ◆ | N/A | ◆ | N/A | N/A |
| Minority, Micro-enterprise, Small Business in Massachusetts www.msbm.org | N/A | N/A | ◆ | N/A | N/A |
| Neighborhood Business Builders (JVS) (P) www.businesslincboston.com | ◆ | ◆ | ◆ | ◆ | ◆ |
| Nuestra Comunidad Development Corporation www.nuestracdc.org | ◆ | ◆ | ◆ | ◆ | ◆ |
| Service Corps of Retired Executives (SCORE) www.score.org | N/A | ◆ | N/A | N/A | N/A |
| This Neighborhood Means Business (P) www.fdnh.org/ | ◆ | N/A | N/A | N/A | N/A |
| Urban Edge www.urbanedge.org | ◆ | ◆ | ◆ | ◆ | ◆ |

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 Boston, MA 02108
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 Email: business.obd@ci.boston.ma.us

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Business Technical Assistance Programs and Contact Information

This section contains a listing of business technical assistance resources available to small businesses organized alphabetically within the following categories: city, state, quasi-public, federal, and non-profit agencies.

Note: This list is current as of publication April 2004; contact information and websites subject to change without notice.

City of Boston Departments and Agencies

Assessing Information Center Taxpayer Referral & Assistance Center (TRAC)

Assessing Department
Boston City Hall, Room M-5
Boston, MA 02201
Phone: 617-635-4287 Fax: n/a
Email: TRAC@ci.boston.ma.us
Website: www.cityofboston.gov/trac/

Provides one-stop shopping for taxpayer services.

Languages: English | Walk-In Service | No Fee for Service

Boston Public Library

Many of the Boston Public Library branch libraries offer technical assistance resources and information. Visit www.bpl.org or call your local library for details on programs and services offered in your community.

- **Kirstein Business Branch**

20 City Hall Avenue
Boston, MA 02108
Phone: 617-523-0860
Website: www.bpl.org/research/kbb/kbbhome.htm
Contact: Librarian
Location Map: www.bpl.org/research/kbb/graphics/kbbmap.jpg

Kirstein Business Branch is a specialized business reference and research service of the Boston Public Library, located near Boston's financial district. The library contains an extensive array of business

directories and over 600 trade and business periodicals. Kirstein's resources include several special collections: statistics for industry and marketing research; a small business collection; and a career collection. Access is provided to numerous business databases at Kirstein or remotely with a free BPL card. Library staff are available to offer reference help by phone, walk-in, or email. Free tours are offered monthly or upon request.

Languages: Call for Current Capacity | Walk-In Service |
No Fee for Service

Boston Redevelopment Authority (BRA)

One City Hall Square
Boston, MA 02201
Phone: 617-722-4300 Fax: 617-248-1937
Website: www.cityofboston.gov/bra

- **Back Streets Program**

Phone: 617-918-4400
Email: BackStreetsBRA@ci.boston.ma.us
Website: www.cityofboston.gov/bra/backstreets

The Back Streets program supports the growth of Boston's businesses through the preservation of industrial space. The Back Streets staff of neighborhood business managers will assist businesses in accessing information, technical assistance, and funding.

Languages: Call for Current Capacity | Appointment Required |
No Fee for Service

City Clerk

Boston City Hall, Room 601
Boston, MA 02201
Phone: 617-635-4601 Fax: 617-635-4658
Email: Click on Contact from website
Website: www.cityofboston.gov/cityclerk/

Register your Boston business here by filing a Business Certificate. \$50.00 License Fee Massachusetts state law, Chapter 110, section 5, requires business owners to file a business certificate every four years with their respective city or town clerk.

Languages: English | Walk-In Service | Fee for License; No Fee for Service

Inspectional Services Department (ISD)

1010 Massachusetts Avenue
Boston, MA 02118
Phone: 617-635-5300 ext. 1338 Fax: 617-635-5360

Email: ISD@ci.boston.ma.us

Website: www.cityofboston.gov/isd/

Provides assistance on obtaining the licenses and permits required to do business in Boston as well as modifying and constructing new structures in the city. ISD also is responsible for enforcing the city's zoning code. The agency conducts Zoning Clinics at 1010 Massachusetts Avenue, as well as neighborhood seminars on the permitting process. The Zoning Clinic is held every Tuesday from 9:00 a.m. to 12:00 noon. Call for additional information. Small business may also obtain an application for the "Site Cleanliness License" required of all businesses that use bulk dumpsters.

Languages: English, Spanish, Portuguese, Russian, Haitian Creole, Cape Verdean Creole, Chinese, Vietnamese | Walk-In Service | No Fee For Service

Licensing Board

Boston City Hall, Room 809

Boston, MA 02201

Phone: 617-635-4170 Fax: 617-635-4742

Email: licensingboard@ci.boston.ma.us

Website: www.cityofboston.gov/licensing/

The Licensing Board grants and regulates various types of alcohol and food licenses for restaurants, nightclubs, private clubs, package stores, hotels, and inns. The board also issues and regulates licenses for a common victuallers (food only), hotels (both with alcohol and without alcohol), bowling alleys, pool tables, lodging houses, dormitories (fraternities), and fortune tellers.

Languages: Chinese, English | Walk-In Service | License Fees Vary

Office of Business Development

Department of Neighborhood Development

26 Court Street, 9th floor

Boston, MA 02108

Phone: 617-635-2000 Fax: 617-635-0282

Email: business.obd@ci.boston.ma.us

Web: www.cityofboston.gov/dnd/obd

[Location map](#)

The Office of Business Development provides entrepreneurs and existing businesses access to a range of financial and technical resources. The office supports the work of the Boston Business Assistance Center (BBAC) and Boston Main Streets, a program devoted to revitalizing Boston's neighborhood commercial districts.

- **Boston Business Assistance Center**
2201 Washington Street
Boston, MA 02119
Phone: 617-989-9100 Fax: 617-989-9125

[Location map](#)

The Business Assistance Team and its Small Business Technical Assistance Program focus on the following services: administration, development, marketing, and business recruitment services. To apply for technical assistance services, call or visit the Boston Business Assistance Center.

Languages: English, Spanish | Appointment is Recommended |
No Fee for Service

- **Boston Main Streets** [Interactive map](#)
26 Court Street, 9th Floor
Boston, MA 02108
Phone: 617-635-0115 Fax: 617-635-0282
Email: mainstreets@ci.boston.ma.us
Website: www.cityofboston.gov/mainstreets

Boston Main Streets works in collaboration with a range of community groups and with the Office of Business Development Business Assistance Team to bring technical assistance resources to small business owners throughout the city. The Main Streets neighborhood business representatives work with existing businesses as well as new businesses locating in the districts. Main Streets also works to match commercial landlords with appropriate tenants and tenants with appropriate space in the district. Through staff, volunteers, and/or partners, Main Streets offers the following services: design assistance, financial management, inventory management, business planning, customer service training, investment tax credit advice, marketing assistance, web page development, window display assistance, and matching grants for facade and sign improvement.

For individual neighborhood Main Streets locations, see Boston Main Streets under *Non-profit Agencies and Community Organizations*, or visit www.bostonmainstreets.com

Small & Local Business Enterprise (formerly Minority & Women Business Enterprise)
City Hall, Room 800
Boston, MA 02201
Phone: 617-635-4164 Fax: 617-635-3235
Email: SBL@ci.boston.us
Website: www.cityofboston.gov/minorityandwomen/

Small & Local Business Enterprise certifies businesses to bid on City contracts. The office also offers seminars and a yearly trade fair to assist businesses with accessing information about contract opportunities.

Languages: English | Walk-in Service | No Fee for Service

State of Massachusetts Departments and Agencies

Massachusetts Department of Business & Technology

1 Ashburton Place, Rm. 2101
Boston, MA 02108
Phone: 617-727-8380 Fax: 617-727-4426
Email: econ@state.ma.us
Website: www.mass.gov/

Resources include guides to starting a business in Massachusetts and writing a business plan, economic data, and referral to quasi-public financing programs. All information available on the website.

Languages: English | No Walk-in Service | No Fee for Service

Agencies of the Massachusetts Department of Business & Technology:

- **Massachusetts Office of Business Development (MOBD)**

Greater Boston Regional Office
Ten Park Plaza, Suite 3730
Boston, MA 02116
Phone: 617-973-8600 Fax: 617-973-8797
Email: econ@state.ma.us
Website: www.state.ma.us/mobd

The MOBD will help small businesses identify technical assistance providers on the state level. Services include access to federal, state, local, and private financial resources; regulatory and licensing assistance; site selection service; general information about starting a business in Massachusetts; and professional responses to all business inquiries.

Languages: English | Walk-In Service | No Fee for Service

- **State Office of Minority and Women Business Assistance (SOMWBA)**

State Transportation Building
10 Park Plaza, Suite 3740
Boston, MA 02116
Phone: 617-973-8692 Fax: 617-973-8637
Email: wsomwba@state.ma.us
Website: www.somwba.state.ma.us

Promotes the development of business enterprises and non-profit organizations owned or operated by minorities and women. Certifies companies for both State and Federal Disadvantaged Business Enterprise (DBE) certification programs.

Languages: English, Spanish | Appointment Required |
No Fee for Service

- **Massachusetts Office of International Trade and Investment (MOITI)**
State Transportation Building
10 Park Plaza, Suite 4510
Boston, MA 02116
Phone: 617-973-8650 Fax: 617-227-3488
E-Mail: masstrade.office@state.ma.us
Website: www.mass.gov/

Markets the state's businesses internationally, developing exporting relationships and attracting foreign direct investment to the state.

- **Massachusetts Office of Travel and Tourism (MOTT)**
10 Park Plaza, Suite 4510
Boston, MA 02116 U.S.A.
Phone: 617-973-8500 Toll Free: 800-227-MASS (U.S. & Canada) Fax:
617-973-8525
Email: vacationinfo@state.ma.us
Website: <http://www.massvacation.com>

MOTT promotes Massachusetts and its hotels, attractions, museums and natural resources, through domestic and international marketing to leisure travelers. MOTT offers marketing services to tourism-related business.

In addition to its four agencies, the Massachusetts Department of Business & Technology is affiliated with a diverse mix of quasi-public agencies that promote economic development, job creation and retention, and growth in the business sector.

Massachusetts Department of Revenue

Hurley Building
19 Staniford Street
Boston, MA 02114
Phone: 617-887-6367 Toll Free: 1-800-392-6089
Contact: Customer Service Bureau
Website: www.dor.state.ma.us/
Email: select *Contact* option on top menu

The Customer Service Bureau of the Department of Revenue answers questions on the Massachusetts income tax, including refunds, withholding, payment agreements, and estimated income tax notices. The bureau also provides tax assistance. It registers businesses authorizing them to collect the state sales tax.

This bureau also provides information and proper applications to new businesses for the withholding of employee's income taxes. It answers inquiries on bills, payments and interest, and penalties. Tax forms can be obtained here as well.

Languages: English | Walk-In Service | No Fee for Service

Massachusetts Division of Unemployment Assistance (DUE)

Charles F. Hurley Building
19 Staniford Street, 2nd floor
Boston, MA 02114

Phone: 617-626-5400 Customer Service (general information)

Phone: 617-626-5744 Research Department (economic analysis)

E-mail: ProblemResolutionUnit@detma.org

Website: www.detma.org/default.htm

Administers the Unemployment Insurance program, the Medical Security Plan and produces Massachusetts' jobs and economic data. *Formerly known as the Massachusetts Division of Employment and Training (DET).*

Languages: English, Spanish, Portuguese, Cantonese + Other Languages; Call for Current Capacity | Walk-In Service | No Fee for Service

The Massachusetts Small Business Development Center Network (MSBDC)

A partnership of the U.S. Small Business Association, the Commonwealth's Department of Economic Development and a consortium of higher education institutions led by the University of Mass./Amherst, and including Boston College, Clark University, Salem State College, UMass Boston, the University of Mass./Dartmouth, and Springfield Technical Community College.

MSBDC offers 4 Boston-based offices:

- **Massachusetts Small Business Development Center**

Metro Boston Regional Office
Boston College
142 Beacon Street
Chestnut Hill, MA 02467
Phone: 617-552-4091 Fax: 617-552-5730
Email: sbdcmail@bc.edu
Website: www.bc.edu/SBDC

The Metro Boston regional office provides free one-to-one management and technical assistance counseling, and low-cost training programs to small and prospective existing businesses in the Greater Boston region in areas such as finance, marketing, strategic planning, accounting and controls, and operations.

Languages: English | Walk-In Service | Nominal Fee for Classes

- **UMass Boston SBDC & Minority Business Center**

University of Massachusetts
College of Management
100 Morrissey Blvd. 5-403
Boston, MA 02125
Phone: 617-287-7750 Fax: 617-287-7767
Website: www.sbdc.umb.edu/

The UMass Boston Small Business Development & Minority Business Center provides free management counseling and low cost business training to prospective and existing small businesses. Workshop topics include business start-up issues, business plan development, finance, cash flow management, human resource issues, marketing, international trade, and government contracting. In addition, the SBDC provides brokering services to assist both procurement and EEO officials to find qualified minority vendors who can fill their contract/company needs and bid requirements.

Languages: English | Appointment Required | Nominal Fee for Workshops

- **Massachusetts Export Center**

State Transportation Building
10 Park Plaza, Suite 3720
Boston, MA 02116
Phone: 617-973-8664 Fax: 617-973-8681
Website: www.mass.gov/export
Email: Select *Contact Us* from menu

Offers a variety of international trade services, including one-to-one export counseling, workshops, training programs and conferences, overseas market research and educational programs through the Partners for Trade executive seminar series. Counseling includes areas on elements of the international trade business plan and development of an international marketing strategy. Offices located throughout the state.

Languages: English, Spanish | Appointment Required | No Fee for Service

- **MSBDC Procurement Technical Assistance Center**

College of Management
University of Massachusetts
100 Morrissey Blvd.
Boston, MA 02125
Phone: 617-989-9119 Fax: 617-287-7767
Contact: Procurement Specialist
Website: <http://msbdc.som.umass.edu/ptac/>

The MSBDC Procurement Technical Assistance Center is a state and federal government funded program assisting small businesses to identify and bid on government contract opportunities.

Languages: English | Appointment Required | Nominal Fee for Classes

Quasi-Public Agencies

The Massachusetts Department of Business and Technology works with a number of quasi-public agencies to promote economic growth throughout the state's business sector. These agencies provide access to funding opportunities, human resource management, and state-of-the-art technologies.

Commonwealth Corporation

The Schrafft Center
529 Main Street, Suite 110
Boston, MA 02129
Phone: 617-727-8158 Fax: 617-242-7660
Website: www.commcorp.org/

Provides financial and management assistance to companies, and re-employment training to workers with the goal of ensuring the competitiveness of Massachusetts manufacturing companies.

Languages: English | Appointment Required | No Fee for Service

Community Economic Development Assistance Corporation (CEDAC)

18 Tremont Street
Boston, MA 02108
Phone: 617-727-5944 Fax: 617-727-5990
Website: www.cedac.org

Childcare Centers Resource. CEDAC assists non-profit developers in community revitalization, affordable housing, and childcare initiatives in economically depressed areas of the state. Through its childcare initiative, Childcare Capital Investment Fund (www.cccif.org), CEDAC provides assistance and funding to help childcare centers improve or expand their facilities. Childcare Capital Investment Fund provides financing and technical assistance for small projects such as repainting or buying new play equipment, and for large projects such as building a new childcare center.

Languages: English | Appointment Required | No Fee for Technical Assistance

Massachusetts Alliance for Economic Development (MAED)

892 Worcester Street
Wellesley, MA 02482
Phone 781-489-6262 X 10 Fax: 781-489-6263
Website: www.massecon.com

Working with companies seeking to expand or relocate in Massachusetts, MAED provides customized, confidential information to help facilitate the clients site selection decision-making process.

Languages: English | Appointment Required | No Fee for Service

Massachusetts Technology Collaborative

75 North Drive
Westborough, MA 01581
Phone: 508-870-0312 Fax: 508-898-2275
Email: mtc@masstech.org
Website: www.mtpc.org

Formed to serve the high-performance sector, MTC specializes in the application and utilization of technology to foster, retain, and expand innovation-based enterprises throughout the Commonwealth. Renewable Energy Trust provides financial assistance in support of renewable energy projects. Call for further information.

Languages: English | Appointment Required | No Fee for Service

Federal Divisions and Agencies

Commissioner of Patents and Trademarks

U.S. Patent and Trademark Office, Box 4
Washington, D.C. 20231
Phone: 1-800-786-9199
Website: www.uspto.gov/

U.S. Census Bureau

Boston Regional Office
Two Copley Place, Suite 301
P.O. Box 9108
Boston, MA 02117-9108
Phone: (617) 424-0510 Fax: (617) 424-0547
TDD: (617) 424-0565
E-mail: boston.regional.office@census.gov
Website: www.census.gov

Demographic and economic research.

Languages: English, Spanish | Walk-in Service | No Fee for Service

Defense Contract Management Agency

495 Summer Street

Boston, MA 02210-2138

Phone: 617-753-4108 or 617-753-4110 Fax: 617-753-4005

Website: www.dcms.mil/

Provides guidance and counseling to small, disadvantaged, women-owned, historically underutilized business zone, and service-disabled veteran-owned small businesses on ways to do business. Guidance includes access to prime and subcontract award opportunities with the U.S. Government, particularly the Department of Defense.

Languages: English | Appointment Recommended | No Fee for Service

Department of Labor

JFK Federal Building

Room 525

Boston, MA 02203

Phone: 617-624-6700 Fax: 617-624-6701

Website: www.dol.gov

Provides information about and enforcement of the [Fair Labor Standards Act \(FLSA\)](#), which sets basic minimum wage and overtime pay standards.

Languages: English, (Spanish by appt.) | Appointment Recommended | No Fee for Service

U.S. General Services Administration (GSA)

Thomas P. O'Neill Federal Building

10 Causeway Street

Boston, MA 02222

Phone: 617-565-8100 Fax: 617-565-8101

Website: www.gsa.gov

The U.S. GSA advocates for small, disadvantaged, and women-owned businesses in New England seeking federal contracting opportunities.

Languages: English | Walk-In Service | No Fee for Service

Internal Revenue Service (IRS)

Government Center

JFK Building, Stop 40726 (Walk-in center at JFK Federal Building, Room 775; call for hours.)

Boston, MA 02203

Phone: 617-423-1040 or 1-800-829-3676 Fax: n/a

Website: www.irs.gov

Federal Tax Info: 617-523-1040

Business Tax Seminar and assistance with federal tax issues: 617-565-1645 or 1-800-829-1040

Tax Guide for Small Business and Tax Forms: 1-800-829-3676

Offers a comprehensive range of workshops, publications, and services to help the small business owner understand what is required in setting up a business and filing the appropriate taxes. Publication 454 "Your Business Tax Kit" is a good start. Additional information, as well as IRS tax forms, may be downloaded from the website.

Languages: English | Walk-In Service | No Fee for Service

Occupational Safety & Health Administration (OSHA)

JFK Building

Boston, MA 02203

Phone: 617-565-9860 Fax: 617-565-9827

Website: www.osha.gov

Provides information about and enforcement of federal safety and health standards in the workplace.

Languages: English, Spanish | Appointment Recommended | No Fee for Service

U.S. Small Business Administration (U.S. SBA)

Thomas P. O'Neill Federal Building

10 Causeway Street, Room 265

Boston, MA 02222-1093

Phone: 617-565-5590

Business Information Center (BIC)

Phone: 617-565-5615 Fax: 617-565-5598

Contact: Business Information Center Coordinator

E-mail: MassachusettsDO@sba.gov

Website: www.sba.gov/

SBA offers financial, management and technical assistance programs. To access local workshop offerings, visit www.sba.gov/calendar and click on Massachusetts to view calendar.

The Business Information Center (BIC) combines the latest computer technology, hardware and software, an extensive small business reference library of hard copy books/publications and current management video tapes to help

entrepreneurs plan their business, expand an existing business or venture into new business areas.

Languages: English (Spanish by appt.) | Walk-In Service | No Fee for Service

Service Corps of Retired Executives (SCORE) (P)

Thomas P. O'Neill Federal Building

10 Causeway Street, Room 265

Boston, MA 02222-1093

Phone: 617-565-5591 Fax: 617-565-5598

Website: Boston www.scoreboston.org National: www.score.org

SCORE volunteers provide free, confidential, face-to-face, and email business counseling to America's entrepreneurs. Counseling and workshops are offered at the U.S. Small Business Administration District Office, 10 Causeway Street, Boston, MA. (SCORE counselors are also available at the [Boston Business Assistance Center](#) by appointment only; call the BBAC at 617-989-9100.)

Languages: English (Chinese & Spanish by appt.) | Walk-In Service | Fee for Workshops

Social Security Administration

Thomas P. O'Neill Federal Building

10 Causeway Street, Room 148 (1st Floor)

Boston, MA 02222

Phone: 1-800-772-1213

TTY: 1-800-325-0778

Website: www.ssa.gov

Languages: English, Spanish | Appointment Recommended | No Fee for Service

Non-Profit Agencies & Community Organizations

(P) Indicates agency is a partner with the City of Boston

ACCION USA (P)

56 Roland Street, Suite 300

Boston, MA 02129

Phone: 617-625-7080 Fax: 617-625-7020

Website: www.accionusa.org/boston

ACCION USA provides business loans to self-employed individuals and micro entrepreneurs of limited means. Loans range from \$500 to \$25,000.

Languages: English, Spanish | Appointment Recommended | Free Orientation Sessions

American Jewish Committee (AJC)

126 High Street
Boston, MA 02110
Phone: 617-457-8700 Fax: 617-988-6252
Email: boston@ajc.org
Website: n/a

The Black-Jewish Economic Round Table brings together African-American and Jewish entrepreneurs for networking, mentoring, education, and socializing.

Languages: English | Appointment Required | No Fee for Service

Boston Main Streets

26 Court Street, 9th Floor
Boston, MA 02108
Phone: 617-635-0115 Fax: 617-635-0282
Email: mainstreets@ci.boston.ma.us
Website: www.cityofboston.gov/mainstreets

[interactive map](#)

Services available to businesses located in or locating to Main Streets districts: design assistance, financial management, inventory management, business planning, customer service training, investment tax credit advice, marketing assistance, web page development, window display assistance, and matching grants for facade and sign improvement.

Contact your local neighborhood Main Streets office for services offered:

- **Allston Village Main Streets, Inc.**
161 Harvard Avenue, Suite 11
Allston, MA 02134
Phone: 617-254-7564 Fax: 617-254-2442
Website: www.allstonvillage.com

Languages: English, call for other capacity | Appointment Required | No Fee for Service

- **Bowdoin/Geneva Main Streets, Inc.**
Website: www.bostonmainstreets.com

Partners with Dorchester Bay Economic Development to find appropriate financing for businesses. Phone: 617-825-4200, ext. 221 Fax: 617-825-3522

Languages: English and Spanish | Appointment Required | No Fee for Service

- **Brighton Main Streets, Inc.**

358 Washington Street
Brighton, MA 02135
Phone: 617-779-9200 Fax: 617-779-9851
Website: www.brightonmainstreets.org

Languages: English | Appointment Required | No Fee for Service

- **Chinatown Main Street, Inc.**

2 Boylston Street, Suite G-1
Boston, MA 02116
Phone: 617-350-6303 Fax: 617-695-1952
Website: www.chinatownmainstreet.org/

Languages: Chinese, English | Appointment Required | No Fee for Service

- **Dudley Square Main Streets, Inc.**

2343 Washington Street, 2nd floor
Roxbury, MA 02119
Phone: 617-541-4644 Fax: 617-541-4472
Website: www.bostonmainstreets.com

Language: English | Appointment Required | No Fee for Service

- **East Boston Main Streets**

PO Box 584
146 Maverick Street
East Boston, MA 02128
Phone: 617-561-1044 Fax: 617-569-2535
Website: www.eastbostonmainstreets.com

Languages: English, Spanish, Italian | Appointment Required | No Fee for Service

- **Egleston Square Main Street, Inc.**

Website: www.bostonmainstreets.com

- **Fields Corner Main Street, Inc.**

1452 Dorchester Avenue, Second Floor
Dorchester, MA 02122
Phone: 617-825-0110, ext 2, then ext.302 Fax: 617-822-3613
Website: www.bostonmainstreets.com

Languages: English, Vietnam. (by appointment) | Appointment Req. |
No Fee for Service

- **Four Corners Main Street**

367 Washington Street
Dorchester, MA 02124
Phone: 617-287-1651 Fax: 617-825-3308
Website: www.bostonmainstreets.com

Language: English | Appointment Required | No Fee for Service

- **Grove Hall Main Street**

c/o Zoo New England
One Franklin Park Road
Boston, MA 02121
Phone: 617-989-2028 Fax: 617-989-2695
Website: www.bostonmainstreets.com

Languages: Cape Verdean, English, Haitian Creole, Spanish |
Appointment Required | No Fee for Service

- **Hyde/Jackson Square Main Street Program, Inc.**

322 Centre Street
Jamaica Plain, MA 02130
Phone: 617-522-3694 Fax: 617-983-3978
Website: www.bostonmainstreets.com

Languages: English, Spanish | Appointment Required | No Fee for
Service

- **Hyde Park Main Streets**

11 Fairmount Avenue
2nd Floor, Suite 109
Hyde Park, MA 02136
Phone: 617-361-6964 Fax: 617-361-4567
Website: www.bostonmainstreets.com

Language: English | Appointment Required | No Fee for Service

- **JP Centre/South Main Streets**

PO Box 2712
39 South Street
Jamaica Plain, MA 02130
Phone: 617-522-0300 Fax: 617-522-2295
Website: www.bostonmainstreets.com

Languages: English | Appointment Required | No Fee for Service

- **Mission Hill Main Streets, Inc.**

1530 Tremont Street
Boston, MA 02120
Phone: 617-427-7399 Fax: 617-427-3003
Website: www.missionhillmainstreets.org

Languages: English, Spanish | Appointment Required | No Fee for
Service

- **Roslindale Village Main Street, Inc.**

20 Belgrade Avenue, 2nd Floor

Roslindale, MA 02131
Phone: 617-327-4065 Fax: 617-327-4066
Website: www.roslindale.net

Language: English | Appointment Required | No Fee for Service

- **St. Mark's Area Main Street, Inc.**

20 Roseland Street
Dorchester, MA 02124
Phone: 617-825-3846 Fax: 617-825-0514
Website: www.smams.org

Language: English | Appointment Required | No Fee for Service

- **Upham's Corner Main Street, Inc.**

594 Columbia Road
Dorchester, MA 02125
Phone: 617-265-0363 Fax: 617-825-3522
Website: www.uphamscorner.org

Language: English | Appointment Required | No Fee for Service

- **Washington Gateway Main Street, Inc.**

P.O. Box 180191
40 Waltham Street
Boston, MA 02118
Phone: 617-542-1234 Fax: 617-542-1235
Website: www.gatewaymainstreet.org

Language: English | Appointment Required | No Fee for Service

- **West Roxbury Main Streets**

1874 Centre Street, 2nd Floor
West Roxbury, MA 02132
Phone: 617-325-6400
Website: www.bostonmainstreets.com

Language: English | Appointment Required | No Fee for Service

Center for Women & Enterprise (CWE) (P)

Renaissance Park, 1135 Tremont Street, Suite 480
(moving to 24 School St., Boston in May 2004)
Boston, MA 02120
Phone: 617-536-0700 Fax: 617-536-7373
Email: info@cweboston.org
Website: www.cweboston.org

Education, training, technical assistance, women's business enterprise certification, and access to capital. Clients span the range from women who may

want to start home-based or small retail businesses to women running fast growth, multi-million dollar technology businesses.

Languages: English | Appointment Required | Sliding Scale Fees Apply to All Programs

Codman Square Neighborhood Development Corporation (NDC)

587 Washington Street
Dorchester, MA 02124
Phone: 617-825-4224 Fax: 617-825-0893
Contact: Small Business Specialist
Website: n/a

Offers technical assistance and referral services.

Languages: English, Spanish, Haitian Creole and French | Walk-In Service

Community Business Network (CBN) (P)

Massachusetts Association of Community Development Corporations (MACDC)
99 Chauncy Street
Boston, MA 02111
Phone: 617-426-0303 Fax: 617-426-0344
Website: www.macdc.org (Click on *programs*, then *community business network*)

The Community Business Network (CBN) is a collaboration of eleven Boston community development corporations (CDCs) and the Massachusetts Association of Community Development Corporations (MACDC) supporting the creation and growth of small businesses in Boston. CBN provides a comprehensive set of business development services, including business plan development, growth strategies, and access to financing.

Contact your local neighborhood CBN member listed below for service capacity:

- **Allston Brighton Community Development Corporation**

15 North Beacon Street
Allston, MA 02134
Phone: 617-787-3874 Fax: 617-787-0425
Website: www.allstonbrightoncdc.org

Language: English | Walk-In Service | No Fee for Service

- **Asian Community Development Corporation**

888 Washington Street, Suite 102
Boston, MA 02111
Phone: 617-482-2380 Fax: 617-482-3056
Email: asiancdc@atablast.net
Website: www.asiancdc.org

Languages: Chinese, English, Korean | Walk-In Service | No Fee for Service

- **Community Development Corporation of Boston/
CDC of Boston, Inc.**

801 Albany Street
Roxbury, MA 02119
Phone: 617-442-2114 Fax: 617- 442-5522
Website: www.cdcofboston.org

Languages: English, Spanish | Walk-In Service | No Fee for Service

- **Dorchester Bay Economic Development Corp.**

Small Business Assistance Program
594 Columbia Road, Suite 302
Dorchester, MA 02125
Phone: 617-825-4200 Fax: 617-825-3522
Website: www.dbedc.com

Languages: English, Spanish | Walk-In Service | No Fee for Service

- **Fenway Community Development Corporation**

73 Hemenway Street
Boston, Massachusetts 02115
Phone: 617-267-4637 Fax: 617-267-8591
Website: www.fenwaycdc.org

A referral agency.

Languages: English, Spanish | Walk-In Service | No Fee for Service

- **Jamaica Plain Neighborhood Development Corporation (JPND)**

31 Germania Street
Jamaica Plain, MA 02130
Phone: 617-522-2424 Fax: 617-522-0368 / 617-524-3596
Contact: Business Development Director
Website: www.jpndc.org

Provides small business technical assistance, loan packaging and workshop serving Jamaica Plain, Mission Hill, and Fenway.

Languages: English, Spanish | Walk-In Service | No Fee for Service

- **Mattapan Community Development Corporation**

1598 Blue Hill Avenue
Mattapan, MA 02126
Phone: 617-296-2000 Fax: 617-296-2402
Website: n/a

A referral agency.

Languages: Call for Current Capacity | Service by Appointment | No Fee

- **Mission Hill Neighborhood Housing Services**

1530 Tremont Street
Boston, MA 02120
Phone: 617-566-6565
Website: n/a

A referral agency.

Languages: English, Spanish, | Walk-In Service | No Fee for Service

- **Neighborhood of Affordable Housing (NOAH)**

143 Border Street
East Boston, MA 02128
Phone: 617-569-0059 ext. 17 Fax: 617-569-2007
Website: www.noahcdc.org

A referral agency.

Languages: English, Spanish | No Fee for Service

- **South Boston Neighborhood Development Corporation (SBND)**

365 W. Broadway
South Boston, MA 02127
Phone: 617-268-9610 Fax: 617-268-4813
Website: n/a

Provides referrals to outside business resources for storefront improvement and commercial development loans and grants, and to community lenders.

Languages: English | No Fee for Service

- **Viet-AID Vietnamese American Initiative for Development**

1452 Dorchester Avenue, 3rd Floor
Dorchester, MA 02122
Phone: 617-822-3717 Fax: 617-822-3718
Website: www.vietaid.org

Provides business training, start-up assistance, business plan development, and help with the city permitting process to the Vietnamese community.

Languages: English, Vietnamese | Walk-In Service | No Fee for Service

Community Enterprise Project

Hale and Dorr Legal Services Center of Harvard Law School
122 Boylston Street
Jamaica Plain, MA 02130
Phone: 617-522-3003 Fax: 617-522-0175

Website: www.haledorr.com/

Lawyers and students counsel and represent small businesses and entrepreneurs at various stages of development, from start-up through maturity. Assistance in business formation, business acquisition, contract negotiation and preparation, commercial leasing, commercial financing, trademark and copyright registration, music and art law, and a wide range of other legal needs.

Language Translation Available | Walk-In Service or by Appointment | Sliding Scale Fees

Consumer Credit Counseling Service

8 Winter Street, 10th Floor

Boston, MA 02108

Phone: 800-208-2227 Fax: 617-960-8299

Website: www.cccsintl.org

Provides budget counseling, educational programs, debt management assistance and housing counseling.

Languages: Spanish, English, others upon request | Counseling is available online, by telephone, and in person by Appointment | Sliding Scale Fees

Count Me In

240 Central Park South, Suite 7H

New York, NY 10019

Phone: 212-245-1245

Email: info@count-me-in.org

Website: www.count-me-in.org

Online business training and micro loans for women.

The Economic Justice Project

Lawyers' Committee for Civil Rights Under Law of the Boston Bar Association

294 Washington Street, Suite 443

Boston, MA 02108

Phone: 617-482-1145, ext. 6 Fax: 617-482-4392

Website: www.lawyerscom.org

Free legal representation, legal workshops, and monthly business legal clinics for entrepreneurs who are starting or expanding small businesses located in disadvantaged communities in Greater Boston, and who cannot afford an attorney. Representation is offered on a range of matters including entity formation, intellectual property, commercial leases, zoning compliance, commercial loans, franchises, customer and supplier contracts, licenses and permits, tax, labor and employment issues.

Languages: English, Spanish, Mandarin, Cantonese, French, Portuguese | Walk-In Service No Fee for Service

The Elizabeth Stone House

Women's Business Opportunity Program (WBOP)

8 Notre Dame Street

Roxbury, MA 02119

Phone: 617.427.9801, ext. 404 Fax: 617-427-6252

Contact: Women's Business Opportunity Program Coordinator

Website: www.elizabethstone.org

Workshops, seminars, and training to women in the Boston area who fall under HUD moderate- income guidelines.

Languages: English and Spanish | Service by Appointment Only | Free
Childcare Available

Greater Boston Chamber of Commerce

One Beacon Street

Boston, MA 02108.3114

Phone: 617-227-4500 Fax: 617-227-7505

Website: www.bostonchamber.com

A member organization representing virtually every industry and profession in the Boston region, the Chamber advocates policy initiatives critical to economic growth and job creation and provides members with programs and events that provide information and marketing exposure.

Language: English | Service by Appointment Only

Hispanic American Chamber of Commerce

67 Broad Street

Boston, MA 02109

Phone: 617-261-4222 Fax: 617-261-3333

Email: hacc@hacc.com

Website: www.hacc.com

Dedicated to promoting the economic success of Hispanic owned businesses in New England. HACC Benefits and Services include: bilingual group health insurance; referral to business opportunities in government and industry; membership in Global Business Alliance of New England www.gbane.org/; referral to management assistance resources; information on local, regional and national Hispanic Markets; advocacy for Hispanic business concerns; linkages with international business organizations; business networking; database on small, women-owned, and minority businesses

Languages: English and Spanish | Service by Appointment Only

ICIC-Boston, an affiliate of ICIC/Initiative for a Competitive Inner City

727 Atlantic Avenue, Suite 600

Boston, MA 02111
Phone: 617-292-2383 Fax: 617-292-7506
Website: www.icic.org

Financial consulting and academic resources for existing inner city privately-held companies grossing a minimum of one million dollars in annual sales, with 10 employees, a five-year operating history, and that are headquartered in the inner city or that have 51% or more of their physical operations in inner-city areas.

Languages: English and Portuguese | Service by Appointment Only

Massachusetts Alliance for Economic Development (MAED)

25 Research Drive
Westborough, MA 01582
Phone: 617-247-7800 Fax: 617-247-3337
Email: moreinfo@massecon.com
Website: www.massecon.com

MAED is a private, non-profit corporation dedicated to retaining and fostering economic growth in the Commonwealth. The alliance provides customized information services to companies seeking to expand or relocate in Massachusetts.

Language: English | Service by Appointment Only | No Fee for Service

Massachusetts Alliance for Small Contractors

143 South Street, 4th Floor
Boston, MA 02111
Phone: 617-482-8010 Fax: 617-574-9098
Email: info@massalliance.com
Website: www.massalliance.com

Assists small, minority, and women-owned construction businesses located within the city of Boston to acquire the skills necessary to successfully compete in the construction industry. Provides technical consulting in areas such as construction, operations and financial management; dispute resolution and negotiation; strategic marketing; bond packaging and insurance; and access to capital and other financing. Offers construction industry-specific courses, including: estimating, blueprint reading, OSHA safety and health certification, construction flow, and cash flow analysis.

Language: English | Service by Appointment Only | No Fee for Service

Massachusetts Bar Association

20 West Street
Boston, MA 02111
Phone: 617-338-0500
Website: www.massbar.org

Massachusetts Bar Association Referral Service

Phone: 617-645-0400

Website: www.massbar.org/lawhelp/

Membership organization of Massachusetts attorneys.

Language: English | Service by Phone and on Website | No Fee for Service

Massachusetts Society of Certified Public Accountants

105 Chauncy Street

Boston, MA 02111

Phone: 617-556-4000 or 1-800-392-6145

Website: www.msccaonline.org

Membership organization of Massachusetts Certified Public Accountants; allows you to locate an accountant by services provided, languages spoken*, and neighborhood. Website also posts useful information on "How to Choose and Use a CPA."

Languages: English, Other (*see website for listings of language capabilities*) | No Fee for Service

MIT Enterprise Forum

Building E32-328

28 Carlton Street

Cambridge, MA 02139

Phone: 617-253-8240 Fax: 617-258-0532

Email: mitefcmb@mit.edu

Website: n/a

A non-profit organization based at MIT that promotes and strengthens the process of starting and growing innovative and technology-oriented companies.

Languages: English

Minority, Micro-enterprise, Small Business in Massachusetts (MSBM)

c/o CDC of Boston

810 Albany Street

Boston, MA 02119

Phone: 617-442-2114 Fax: 617-442-5522

Email: MSBM@MSBM.org

Website: www.MSBM.org

A website project that brings together over 50 non-profit organizations to better serve the minority, micro-enterprise, and small businesses in Massachusetts through the Internet. On their website you can find organizations providing technical assistance, access to capital, loans and financing, and links to industry resources.

Language: English | Service by Phone and on Website | No Fee for Service

Neighborhood Business Builders

Jewish Vocational Service (JVS)
99 Chauncy Street, 2nd Floor
Boston, MA 02111
Phone: 617-428-0392 x190 Fax: 617-428-0380
Email: registrar@businesslinkboston.com
Website: www.businesslinkboston.com

Specialized business classes and mentors.

Languages: Call for Current Capacity | Service by Appointment | Sliding Scale
Fee for Classes

Nuestra Comunidad Development Corporation

56 Warren Street, Suite 200
Roxbury, MA 02119
Phone: 617-427-3599 or 617-989-1208 Fax: 617-989-1216
Website: www.nuestracdc.org

Services include hands-on technical assistance, financing and loan packaging, training, and networking/ marketing. *Nuestra Culinary Ventures* helps small-scale food entrepreneurs succeed by providing a large shared kitchen facility and commissary that small business people can rent when they need it rather than investing in their own expensive kitchen space.

Languages: Cape Verdean Creole, English, Spanish, French, Haitian Creole, Portuguese | Walk-In Service | No Fee for Service

Service Corps of Retired Executives (SCORE)

O'Neill Federal Building
10 Causeway Street
Boston, MA 02222-1093
Phone: 617-565-5591 Fax: 617-565-5598
Website: www.score.org

Retired executives consult with startup and early stage firms. Call branch office for a site near you, or visit SCORE at the [Boston Business Assistance Center](#), 2201 Washington Street, Boston, MA 02119, phone 617-989-9100, by appointment only.

Languages: English; Chinese & Spanish by Appointment | Walk-In Service |
No Fee for Service

This Neighborhood Means Business (TNMB)

Dorchester Center for Adult Education

269 East Cottage Street
Dorchester, MA 02125
Phone: 617-474-1170 Fax: 617-474-1137
Website: www.fdnh.org/

One to three week workshops in areas such as bookkeeping, marketing, sales, legal issues, and taxes; 4-8 week extensive courses in business plan writing and in QuickBooks, a computer accounting program for small business owners.

Languages: Call for Current Capacity | Walk-In Service | Fee for Service

Urban Edge

2010 Columbus Avenue
Roxbury, MA 02119
Phone: 617-989-9300, x318 Fax: 617-427-8931
Website: www.urbanedge.org

Business loans and equity.

Languages: Call for Current Capacity | Walk-In Service | No Fee for Service

To provide corrections and/or additional listings to the Boston Business Resource Guide, contact:

Office of Business Development
26 Court Street, 9th Floor
Boston, MA 02108
Phone: 617-635-2000 Fax: 617-635-0282
Email: business.obd@ci.boston.ma.us

Boston Business Resource Guide, Published April 2004.

FINANCIAL ASSISTANCE

Adequate funding is a key component to the success of any business. More than 80% of new entrepreneurs obtain their initial financing from their own savings, from friends and family members, informal investors, or home-equity loans.

This section contains some helpful tips and tools to guide you through preliminary steps before you apply for a loan. Commercial lenders prefer to finance a business with a track record and plan for growth based on experience in the industry. However, many start-up businesses need smaller loans and may lack the criteria established by banks. These businesses would be best served by seeking financing through one of the many community-based organizations with less-traditional financing programs targeted to entrepreneurs who are starting a new business and have no historical cash flow or limited collateral.

This section covers the following topics:

- **Assess Your Readiness for a Loan**
- **Tips on Requesting Bank Financing**
- **Finding the Right Assistance**
- **Chart of Financing Programs**
- **Financing Program Descriptions and Contact Information**

The **Chart of Financing Programs** lists a variety of financing programs offered through government agencies, community-based organizations, and commercial lenders.

Financing Program Descriptions and Contact Information lists city, state, federal, quasi-public, and community-based organizations. Commercial lenders are not included in this section; please contact your bank of choice directly.

For additional ideas about researching funding opportunities, visit the Kirstein Business Branch Library website: www.bpl.org/research/kbb/smbizfunding.htm

The Office of Business Development can help. Through its "Small Business Technical Assistance Program," the Business Assistance Team will work with you to identify a range of sources of technical assistance available through the city and its partners. The team can also assist qualified businesses with referrals to private and public lending agencies for business capital. Refer to **How OBD Can Help** to learn more.

Assess Your Readiness for a Loan

Prior to seeking financing, business owners should be clear about their financing needs and be prepared with the appropriate records and documentation. You or your business may need assistance before you approach a lender, such as help with the development of a professional business plan. Perhaps you do not need financing at this point in your business development, but would benefit from counseling either on a one-on-one basis or in a classroom environment. You can find a comprehensive list of resources in the **Technical Assistance** section of this guide. For referrals to business resources in your community, contact the Office of Business Development's Business Assistance Team at 617-989-9100.

Before you contact a lender, do an honest analysis of your business and its current status, performance, and future growth. Depending on the stage your business is in, you should ask yourself some basic questions.

Whether you are starting a new business or expanding an existing business, consider these:

Have you written a business plan? You should have a well thought out business plan that indicates what the company does, background on owners, what the loan will be used for, and how the business will repay it. A general outline of the contents of a business plan can be found in the **Foundation** section of this guide, and the **Technical Assistance** section lists numerous programs and agencies that can help you with writing your business plan.

Do you know your credit history? Before you submit a loan application, you will need to know what your credit rating is and be prepared to respond if the lender has any questions or concerns. Lenders require an explanation of any blemishes on your credit report.

You can request a free copy of your credit history from TransUnion at 1-800-916-8800, Experian at 1-888-397-374, or Equifax at 1-800-944-1122.

If you have unpaid debts or other credit problems, you can get confidential assistance from the Consumer Credit Counseling Services, www.creditcounseling.org, 8 Winter Street, 10th Floor, Boston, MA 02108, 617-426-6644. Or for the nearest location call 1-800-388-2227.

If you are starting a new business, consider the following:

- Why do you think you can succeed with this new business?
- Do you have another source of income to live on while you are establishing your business?

- Do you have a substantial cash investment to help finance the start up of your business?
- Do you have a background in this business?
- Have you studied the target market for your new business?
- Have you attended any business classes or workshops on how to run a business? If you are interested in finding organizations in your community offering business training, contact the City of Boston Business Assistance Center at 617-989-9100.

If you have an existing business, consider the following:

- Does your business earn enough money for you to cover your expenses, pay yourself, and repay a loan? Do you have cash flow projections to show how the loan will be re-paid from the business? The Small Business Administration's online women's business center has assembled excellent resources to assist business owners understand different financial tools. www.onlinewbc.gov/docs/finance/
 - Does your business have the right staff, location, and product mix?
 - Do you use sound accounting principles in keeping your books? The IRS website contains information on a variety of tax and accounting topics, including Publication 583, "Starting a Business and Keeping Records." www.irs.gov
 - Do you have a plan for how you would use the money if you received a loan? A "Sources and Uses Statement" is a statement that shows how the money will be used. If you would like more information on producing this and other financial statements, you may find the following website useful: www.count-me-in.org/loanapps/uses.html
 - Can you make financial information available to a lender on request? Do you keep financial records for your business? To find out what financial records you should keep and what they look like, refer to the SBA online women's business center at www.onlinewbc.gov/docs/finance/
 - Do you have a backup plan if your business is unable to generate the revenue to cover the loan payments?
-

Tips on Requesting Bank Financing

Be Prepared

When you contact your bank, have a complete package ready to present to the lender. Your request should include:

- A 3-5-page business plan/proposal describing the purpose of the loan, the owner's experience, a description of the business and/or product, and the business's target market.
- The amount requested, the length of loan terms, and the method and source of repayment. You should also list any collateral available to secure the loan.
- If your business is incorporated, provide three years of the business's tax returns and financial statements, if available. If your business is a sole proprietorship, this information will be included in your personal tax return.
- A personal financial statement and three years of tax returns. Note that most banks require you to complete a personal financial statement that is provided by the bank.
- Your most recent month-end actual balance sheet and income statement, a projected 12-month cash flow, and projected year-end balance sheet and income statement.
- Copies of any licenses or permits your business requires, along with articles of incorporation, by-laws, partnership or trust agreements, and any other certificates of existence. You should also include any pertinent lease agreements, copies of any executed leases, purchase and sale agreements, and invoices for any fixed assets to be financed. If you are incorporated, you should also provide a "Certificate of Good Standing and Legal Existence," which can be obtained from the Secretary of State's Office.
- You should also know your credit history and be prepared to respond if the lender has any questions or concerns. (Refer to page 2 for information on credit reporting agencies.)

Be Specific

Unlike applying for a credit card ("If I can't have a \$5,000 credit limit, how about \$1,000?"), commercial credit requests are project-specific. If the amount

appropriate for the project is \$25,000, do not approach your bank with a request for more or less.

If you are requesting financing, the amount you apply for should be justified by its purpose.

- If your company needs \$25,000 for relocation and leasehold improvements, your request should show how the funds will be used and how using these funds will increase the sales volume of your business.
- If you are applying for construction financing or are looking to purchase equipment, provide the bank with the appropriate construction estimates, equipment appraisals or price lists.

You will also need to show your ability to repay the amount requested. If your repayment depends upon using the loan proceeds to increase sales, you must show the bank how this influx of money will accomplish this.

Gaining Access

One of the most common complaints of small business owners is their inability to gain access to bank credit. The first thing to keep in mind is that banks are in the business of lending money. They want to make loans. However, banks can only make prudent loans to serious, creditworthy borrowers.

The following are suggestions to improve your chances of being approved for a loan:

- Present yourself in a professional manner.
- Keep appointments to meet with lenders – be on time and don't cancel at the last minute.
- Fulfill the lender's information requests quickly and properly packaged.
- Know your credit history and be prepared to respond if the bank has any questions or concerns.

The most obvious way to approach a bank for financing is to start with the bank you are currently doing business with. Meet with the branch manager responsible for your deposit accounts. She/he will either be familiar with your business and can serve as your guide to the best loan product or will serve as your advocate with the business loan department.

If the branch manager can't help you, contact the small business or commercial loan department on your own. Banks generally have lenders that specialize in different types and sizes of businesses, and specific geographic area. Explain clearly what kind of financing you need and make sure you are dealing with the right lender.

Remember that you are not limited to approaching only one bank. Different banks have different target markets and are driven by a variety of lending philosophies. Shop around until you find a banker who you feel understands your needs and will best respond to them.

Ask Associates for Referrals

You can also ask friends and business associates to refer you to their bank. If you can develop a rapport with a banker in these circumstances, it will ease the process of requesting a loan. But remember, this is only a means to an introduction. Whether or not you are approved is based solely on the soundness of your request.

Meet Bankers in your Neighborhood

Banks regularly send representatives to meetings of the local board of trade, chamber of commerce, and community and civic groups to look for business prospects. Introduce yourself and tell them about your business.

Contact Public and Quasi-public Agencies

Public and quasi-public agencies can often help prepare you for and assist with your introduction into the lending community. The best-known agency is probably the Small Business Administration (SBA). There are also a number of state, city, and non-profit agencies that can assist you in getting access to bank financing. The **Financing Chart** and **Financing Program Descriptions** will help you locate these agencies.

Writing a Loan Proposal

Preparing a written loan proposal is the best way to secure a bank loan. A well-written business plan is the basis for a successful loan proposal. Your loan proposal should include background on your company, including financials, and information on how you will repay the loan.

The US SBA website is an excellent resource for information on financing your business. To learn about loan proposals, including how to write a loan proposal and how it will be reviewed, visit:

www.sba.gov/startup_business/financing/findcapital.html

Finding the Right Assistance

Knowing your business profile and your financing needs is the key to identifying the program or programs that may be right for you. For most small business owners, local and state organizations are the place to start. Organizations such as the City of Boston's Office of Business Development, the Boston Redevelopment Authority's Financial Services Department, and the Massachusetts Office of Business Development can help to direct you to the most appropriate sources of financing, can serve as an advocate and adviser in identifying the right program for your business, and can often help in developing your loan package or application.

The **Financial Assistance Programs and Services Chart** represents a variety of the programs available to entrepreneurs. The types of assistance highlighted within the chart are defined below. For program details and contact information, refer to **Financial Assistance Programs and Contact Information**.

Definition of Terms

Long-Term Real Estate Loan – Traditional real estate mortgage financing. Generally the loans will have a 20-30 year amortization schedule with a 5-7 year maturity (balloon payment).

Short-Term Construction Loan – A loan typically used to finance the construction of a building. The term of the loan is generally equivalent to the time it takes for the building to be constructed and achieve initial occupancy. This loan is generally replaced by a long-term commercial mortgage upon project completion.

Equipment Financing – Loan for equipment needed to run a business.

Short-Term Working Capital – Used to support the needs of growing small businesses such as increasing inventory, hiring new employees, or supporting a higher level of accounts receivable.

Micro Loans – Business loans up to \$35,000. Small business loans are generally in the range of \$50,000 to \$1 million.

Government Guaranteed Loans – Usually indicates a bank loan guaranteed up to 80% by the U.S. Small Business Administration.

Term Loans – Loans for equipment or working capital purposes with a length of more than one year with a fixed repayment schedule.

Equity Investments – Capital invested in a business evidenced by an ownership interest.

Other Products or Services – This column represents the following:

- **TA:** Technical Assistance or practical business development training and advice to help small business owners start, sustain, or expand their business. TA can include assistance with the development of business plans, record keeping systems, administration, financial management, marketing, and commercial design. *For additional TA information, see the Technical Assistance section of this guide.*
 - **LP:** Loan Packaging (preparing a loan application for presentation to a lender)
 - **TC:** Tax Credits or
 - **B:** Bonds
-

To provide corrections and/or additional listings to the Boston Business Resource Guide, contact:

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Phone: 617-635-2000 Fax: 617-635-0282
Email: business.obd@ci.boston.ma.us

Boston Business Resource Guide, Published April 2004.

Financial Assistance Programs and Services Chart

The chart below lists federal, state, and local government agencies, as well as quasi-public and community-based organizations that offer financing programs targeted to the special needs of small business owners unable to qualify for standard bank financing. These programs often have special qualifications and/or eligibility criteria. A partial list of banks that have small business lending programs is included at the end of this section. If you are seeking bank financing, a good place to start is your neighborhood bank. Refer to page 84 for definitions of symbols in the **Other Products/Services** column.

Note: This list is current as of publication April 2004; contact information and websites subject to change without notice.

| City of Boston Programs | Long-Term Real Estate | Short-Term Construction | Equipment Financing | Short-Term Working Capital | Microloans | Government Guaranteed Loans | Term Loans | Equity Investments | Other Products/ Services |
|------------------------------------------------------------------------------------------------------------------|--------------------------|----------------------------|------------------------|-------------------------------|------------|--------------------------------|------------|--------------------|-----------------------------|
| Boston Connects, Inc. www.bostonez.org | N/A | N/A | N/A | N/A | ◆ | N/A | N/A | N/A | TC |
| Boston Redevelopment Authority www.cityofboston.gov/bra | S | E | E | | B | E | L | O | W |
| • BackStreets | ◆ | ◆ | ◆ | ◆ | ◆ | ◆ | ◆ | N/A | N/A |
| • Boston Industrial Development Financing Authority (BIDFA) | ◆ | N/A | ◆ | N/A | N/A | N/A | ◆ | N/A | B |
| • Boston Local Development Corp. (BLDC) | ◆ | ◆ | ◆ | ◆ | ◆ | ◆ | ◆ | N/A | N/A |
| Office of Business Development www.cityofboston.gov/dnd/OBD | S | E | E | | B | E | L | O | W |
| • Boston Main Streets Storefront Improvement Program | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | ◆ |
| • Business Assistance | N/A | N/A | ◆ | N/A | ◆ | N/A | ◆ | N/A | ◆ |
| • Commercial Real Estate & Business Development Financing | ◆ | ◆ | ◆ | N/A | N/A | ◆ | ◆ | N/A | N/A |
| • Partners with Non Profits | ◆ | ◆ | ◆ | ◆ | ◆ | ◆ | ◆ | ◆ | N/A |
| • ReStore Boston Storefront Improvement Program | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | ◆ |
| Commonwealth of Massachusetts | | | | | | | | | |
| Massachusetts Department of Business and Technology www.mass.gov/ | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | ◆ |

Financial Assistance Programs and Services Chart

| Quasi-Public Agencies | Long-Term Real Estate | Short-Term Construction | Equipment Financing | Short-Term Working Capital | Microloans | Government Guaranteed Loans | Term Loans | Equity Investments | Other Products/ Services |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-------------------------|---------------------|----------------------------|------------|-----------------------------|------------|--------------------|--------------------------|
| Childcare Capital Investment Fund www.cccif.org | ◆ | ◆ | ◆ | N/A | ◆ | ◆ | ◆ | N/A | TA |
| Commonwealth Corporation SBA The Trust (Economic Stabilization Trust) www.commcorp.org/BES/Trust/ | N/A | N/A | N/A | ◆ | ◆ | ◆ | ◆ | N/A | ◆ |
| Mass. Community Development Finance Corp. (CDFC) www.mcdfc.com | N/A | N/A | ◆ | ◆ | N/A | N/A | ◆ | N/A | ◆ |
| Massachusetts Business Development Corp. (MBDC) www.mass-business.com | N/A | N/A | ◆ | ◆ | Call | ◆ | ◆ | N/A | ◆ |
| Mass Capital Resource Company www.masscapital.com | N/A | N/A | N/A | N/A | N/A | N/A | N/A | ◆ | N/A |
| MassDevelopment www.massdevelopment.com | ◆ | ◆ | ◆ | N/A | N/A | ◆ | ◆ | N/A | B |
| Massachusetts Small Business Development Centers (SBDC) www.umb.edu | Refer | Refer | Refer | Refer | Refer | Refer | Refer | N/A | TA/ LP |
| Massachusetts Technology Collaborative (MTC) www.mtpc.org | N/A | N/A | Call | N/A | N/A | N/A | Call | Call | ◆ |
| Massachusetts Technology Development Corporation (MTDC) www.mtdc.com | N/A | N/A | N/A | N/A | N/A | N/A | N/A | ◆ | N/A |
| Federal Programs <i>(P) Denotes a partnership with the City of Boston</i> | | | | | | | | | |
| U.S. Small Business Administration (SBA) (P) www.sba.gov | ◆ | ◆ | ◆ | ◆ | ◆ | ◆ | ◆ | ◆ | TA/ LP |
| • SBA Microloan Program | ◆ | N/A | ◆ | N/A | ◆ | N/A | ◆ | N/A | ◆ |
| • SBA Express | ◆ | ◆ | ◆ | ◆ | N/A | ◆ | ◆ | N/A | ◆ |
| • 7(a) Loan Guaranty Program | ◆ | N/A | ◆ | ◆ | N/A | ◆ | ◆ | N/A | N/A |
| • 8(a) Business Development Program | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | ◆ |
| • 504 Certified Development Program (CDC) | ◆ | N/A | ◆ | N/A | N/A | ◆ | ◆ | N/A | N/A |
| • HUBZone Contracting Program www.sba.gov/hubzone/ | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| • International Trade Loans | ◆ | N/A | ◆ | ◆ | N/A | ◆ | ◆ | N/A | N/A |
| • SBA LowDoc Loan Program | ◆ | ◆ | ◆ | ◆ | N/A | ◆ | ◆ | N/A | N/A |

Financial Assistance Programs and Services Chart

| Community Based Organizations & Non-Profit Agencies <i>(P) Denotes a partnership with the City of Boston.</i> <i>CDC stands for Community Development Corp. EDC stands for Economic Development Corp. NDC stands for Neighborhood Development Corp.</i> | Long-Term Real Estate | Short-Term Construction | Equipment Financing | Short-Term Working Capital | Microloans | Government Guaranteed Loans | Term Loans | Equity Investments | Other Products/ Services |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|----------------------------|------------------------|-------------------------------|------------|--------------------------------|------------|--------------------|-----------------------------|
| ACCION USA (P) www.accionusa.org/boston | N/A | N/A | ◆ | ◆ | ◆ | N/A | ◆ | N/A | ◆ |
| Boston Community Capital www.bostoncommunitycapital.org | ◆ | ◆ | N/A | ◆ | ◆ | N/A | ◆ | ◆ | ◆ |
| Center for Women & Enterprise (P) www.cweonline.org | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | TA/ LP |
| CircleLending www.circlelending.com | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | ◆ |
| Community Business Network (P) www.macdc.org <i>See individual member agencies below:</i> | S | E | E | | B | E | L | O | W |
| • Allston Brighton CDC www.allstonbrightoncdc.org | N/A | N/A | N/A | N/A | Refer | N/A | N/A | N/A | TA/ LP |
| • Asian CDC www.asiancdc.org | N/A | N/A | N/A | N/A | Refer | N/A | N/A | N/A | Call |
| • CDC of Boston, Inc. www.cdcofboston.org | N/A | N/A | N/A | N/A | Refer | N/A | N/A | N/A | TA/ LP |
| • Dorchester Bay EDC www.dbedc.com | ◆ | ◆ | ◆ | ◆ | ◆ | ◆ | ◆ | N/A | ◆ |
| • Fenway CDC www.fenwaycdc.org | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | Refer |
| • Jamaica Plain NDC (JPNDC) www.jpndc.org | ◆ | ◆ | ◆ | ◆ | ◆ | ◆ | ◆ | N/A | TA/ LP |
| • Neighborhood of Affordable Housing (NOAH) www.noahcdc.org | N/A | Call | N/A | N/A | Refer | N/A | N/A | N/A | Call |
| • South Boston NDC (no website) | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | Refer |
| • Viet AID www.vietaid.org | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | TA/ LP |
| Cooperative Fund of New England www.cooperativefund.org | ◆ | ◆ | ◆ | ◆ | ◆ | ◆ | ◆ | N/A | TA/ LP |
| Count Me In www.count-me-in.org | N/A | N/A | ◆ | ◆ | ◆ | N/A | ◆ | N/A | ◆ |
| Neighborhood Business Builders (P) www.businesslincboston.com | N/A | N/A | ◆ | ◆ | ◆ | N/A | N/A | N/A | TA |
| Nuestra Comunidad Development Corp. (P) www.nuestracdc.org/ | ◆ | N/A | N/A | N/A | ◆ | N/A | N/A | N/A | ◆ |
| The Abilities Fund www.abilitiesfund.org/ | Refer | Refer | Refer | Refer | Refer | Refer | Refer | N/A | TA |
| Trickle Up Program www.trickleup.org | N/A | N/A | N/A | N/A | ◆ | N/A | N/A | N/A | ◆ |
| Urban Edge www.urbanedge.org | ◆ | ◆ | ◆ | ◆ | Refer | N/A | ◆ | ◆ | Call |

Financial Assistance Programs and Services Chart

| Boston Banks <i>Note: This list is not comprehensive</i> SBA indicates the bank is a Small Business Administration participating lender | Long-Term Real Estate | Short-Term Construction | Equipment Financing | Short-Term Working Capital | Microloans | Government Guaranteed Loans | Term Loans | Equity Investments | Other Products/ Services |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-------------------------|---------------------|----------------------------|------------|-----------------------------|------------|--------------------|--------------------------|
| Asian American Bank & Trust Co. SBA www.asianamericanbank.com 617-695-2800 | ◆ | ◆ | ◆ | ◆ | ◆ | ◆ | ◆ | N/A | Call |
| Atlantic Bank of New York www.abny.com 617-367-2200 | ◆ | ◆ | ◆ | ◆ | ◆ | ◆ | ◆ | N/A | Call |
| Boston Private Bank & Trust Co. SBA www.bostonprivatebank.com 617-912-1944 | ◆ | ◆ | ◆ | ◆ | ◆ | ◆ | ◆ | N/A | Call |
| Capital Crossing Bank SBA www.capitalcrossing.com 617-880-1000 | ◆ | ◆ | N/A | N/A | N/A | ◆ | ◆ | N/A | Call |
| Cathay Bank SBA www.cathaybank.com 617-338-4700 or 1-800-922-8429 | ◆ | ◆ | ◆ | ◆ | N/A | ◆ | ◆ | N/A | Call |
| Citizen's Financial Group SBA www.citizensbank.com Contact your neighborhood branch | ◆ | ◆ | ◆ | ◆ | ◆ | ◆ | ◆ | N/A | Call |
| East Boston Savings Bank www.eastbostonsavingsbank.com 617-567-1500 or 1-800-657-3272 | ◆ | ◆ | ◆ | ◆ | Call | N/A | ◆ | N/A | Call |
| Eastern Bank SBA www.easternbank.com 1-800-327-8376 or 1-781-596-4604 small bus lending hotline | ◆ | N/A | ◆ | ◆ | ◆ | ◆ | ◆ | N/A | Call |
| First Trade Union Bank SBA www.ftub.com/business 617-482-4000 | ◆ | ◆ | ◆ | ◆ | Call | ◆ | ◆ | N/A | Call |
| Fleet Bank/ Bank of America SBA www.fleetbank.com Contact your neighborhood branch | ◆ | ◆ | ◆ | ◆ | Call | ◆ | ◆ | N/A | Call |
| Hyde Park Cooperative Bank www.hydeparkcooperative.com 617-364-6000 | ◆ | ◆ | ◆ | ◆ | Call | ◆ | ◆ | N/A | Call |
| Ironwood Capital Ltd. (new entry) www.ironwoodcap.com/ 617-742-7600 x 2 | N/A | N/A | N/A | N/A | N/A | N/A | N/A | ◆ | ◆ |
| Mercantile Bank & Trust Co. SBA www.mercantileboston.com 617-247-2800 | ◆ | ◆ | ◆ | ◆ | ◆ | ◆ | ◆ | N/A | Call |
| One United Bank SBA www.oneunited.com 617-457-4400 | ◆ | ◆ | N/A | N/A | N/A | ◆ | ◆ | N/A | N/A |

Financial Assistance Programs and Services Chart

| Boston Banks Note: This list is not comprehensive SBA indicates the bank is a Small Business Administration participating lenders | Long-Term Real Estate | Short-Term Construction | Equipment Financing | Short-Term Working Capital | Microloans | Government Guaranteed Loans | Term Loans | Equity Investments | Other Products/ Services |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-------------------------|---------------------|----------------------------|------------|-----------------------------|------------|--------------------|--------------------------|
| Salem Five Cents Savings Bank SBA www.salemfive.com 617-248-2401 | ◆ | ◆ | ◆ | ◆ | ◆ | ◆ | ◆ | N/A | Call |
| Sovereign Bank SBA www.sovereignbank.com 617-533-1745 | ◆ | ◆ | ◆ | ◆ | ◆ | ◆ | ◆ | N/A | Call |
| UPS Capital Business Credit SBA www.upscapital.com 617-357-0500 | ◆ | ◆ | ◆ | ◆ | ◆ | ◆ | ◆ | N/A | Call |
| Wainwright Bank SBA www.wainwrightbank.com 617-478-4000 | ◆ | ◆ | ◆ | ◆ | ◆ | ◆ | ◆ | N/A | Call |

Other Products/Services may include the following (call to inquire about additional services):

B: Bonds

LC: Lines of Credit

LP: Loan Packaging (preparing a loan application for presentation to a lender)

TA: Technical Assistance or practical business development training and advice to help small business owners start, sustain, or expand their business. TA can include assistance with the development of business plans, record keeping systems, administration, financial management, marketing, and commercial design. For additional TA information and resources, see the **Technical Assistance** section of this guide.

TC: Tax Credits

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Boston, MA 02108
Phone: 617-635-2000
Fax: 617-635-0282
Email: business.obd@ci.boston.ma.us

Boston Business Resource Guide, Published April 2004.

Financial Assistance Programs and Contact Information

This section contains information on government agencies and non-profit organizations that provide financial assistance to business owners.

Note: This list is current as of publication April 2004; contact information and websites subject to change without notice.

City of Boston Departments and Affiliated Agencies

Boston Connects, Inc.

2201 Washington Street

Boston, MA 02219

Phone: 617-541-2670 Fax: 617-427-0747

Website: www.bostonez.org/

Seeks to increase job opportunities for residents of Boston's Empowerment Zone. Micro-loans for existing businesses, Federal tax incentives, and other business credits are available to qualified companies.

Boston Redevelopment Authority

One City Hall Square

Boston, MA 02201

Phone: 617-722-4300 Fax: 617-248-1937

Website: www.cityofboston.gov/bra

Programs include:

- **Back Streets Program**

One City Hall Square

Boston, MA 02201

Phone: 617-918-4400

Email: BackStreets.BRA@ci.boston.ma.us

Website: www.cityofboston.gov/bra/backstreets

Provides pre-qualification assistance to designate businesses eligible for **SBA HUBZONE** program. Loans are available for companies in the industrial and manufacturing sectors, and have flexible terms and conditions based on need. For loan program information, see Boston Local Development Corporation below.

- **Boston Industrial Development Financing Authority (BIDFA)**
2201 Washington Street, Suite 302
Boston, MA 02119
Phone: 617-541-2691
Contact: Frank Tocci, Deputy Director for Financial Services
Email: frank.tocci.BRA@ci.boston.ma.us
Website: www.cityofboston.gov/bra/ - See Economic Development

Issues bonds that finance the capital needs of the city's businesses and institutions. Available bonds include: Tax-Exempt Bonds for Non-Profit Institutions; Tax-Exempt Industrial Development Bonds (IDB's); Tax-Exempt Enterprise Zone Facility Bonds through Boston Connects; and Taxable Bonds.

The credit of the borrower, and not that of the City of Boston, BIDFA, or the Commonwealth of Massachusetts, is pledged to repay the bonds. Bonds may be used to finance construction, capital expenses and working capital needs resulting from expansion. There are a variety of tax-exempt and taxable bonds available. Minimum bond value of \$750,000. Terms: 15-20 years; interest rate reflects the market. All the bonds may be sold in the public credit markets or privately placed.

- **Boston Local Development Corporation (BLDC)**
2201 Washington Street, Suite 302
Boston, MA 02119
Phone: 617-541-2692
Contact: Bill Nickerson, Senior Finance Manager
Email: william.nickerson.bra@ci.boston.ma.us
Website: www.cityofboston.gov/bra

Provides loans of up to \$150,000 for businesses located in, or relocating to, the City of Boston, and actively pursues loan participations with local banks. The BLDC also administers the *Back Streets Back-up Loan Program* for commercial, industrial and manufacturing businesses located in the city of Boston.

Loans can be used when buying a new business property, purchasing equipment and machinery, constructing an addition to an existing plant, making leasehold improvements, or providing working capital to grow your business.

Office of Business Development

26 Court Street
Boston, MA 02108
Phone: 617-635-2000 Fax: 617-635-0282
Email: business.obd@ci.boston.ma.us

Website: www.cityofboston.gov/dnd/OBD

Project-related financing is available for commercial real estate developments in Boston's neighborhoods. Also offers a number of programs and resources to support the revitalization of neighborhood business districts. See below for programs & services.

Office of Business Development programs and divisions:

- **Boston Main Streets**

Contact: Emily Haber, Director

Phone: 617-635-0293 Fax: 617-635-0282

Website: www.cityofboston.gov/mainstreets

Design/Signage assistance provided through 19 neighborhood-based districts.

- **Business Assistance**

Contact: Mike Grace, Assistant Director

Phone: 617-989-9110 Fax: 617-989-9125

Up to \$2,500 loans for equipment, working capital, or build-out.

- **Commercial Real Estate & Business Development Financing**

Contact: Keith Hunt

Phone: 617-635-0418 Fax: 617-635-0282

Loans through the U.S. Dept. of Housing and Urban Dev. (HUD) Community Block Grant (CDBG) and Section 108/Economic Development loan program to cover the gap between the financing needed to fund commercial real estate development projects and the amount conventional lenders can underwrite. On average, projects must create or retain at least one full-time job for every \$35,000 in loan. Terms and conditions are flexible to meet project needs.

- **Partners with Non-Profits**

Contact: John Lynch

Phone: 617-635-0328 Fax: 617-635-0282

Matching funds of up to \$25,000 for capital improvements to non-profit facilities serving Boston neighborhood communities.

- **ReStore Boston**

Contact: Aaron Schleifer

Phone: 617-635-0290 Fax: 617-635-0282

Matching funds of up to \$7500 per storefront for exterior improvements.

Commonwealth of Massachusetts Departments & Agencies

Massachusetts Department of Business & Technology

1 Ashburton Place, Rm. 2101
Boston, MA 02108
Phone: 617-727-8380 Fax: 617-727-4426
Email: econ@state.ma.us
Website: www.mass.gov/

Access to needs-based financing information for the following areas: equipment, real estate, pre-development activities, exports, venture capital, small business, and referral to quasi-public financing programs.

Quasi-Public Agencies

Childcare Capital Investment Fund (CCCIF)

18 Tremont Street, Suite 1020
Boston, MA 02108
Phone: 617-727-5944 Fax: 617-727-5990
Website: www.cccif.org

Financing and technical assistance for childcare-related projects as small as repainting or buying new play equipment, and as large as building a whole new center.

Commonwealth Corporation The Trust (Economic Stabilization Trust)

The Schrafft Center
529 Main Street, Suite 110
Boston, MA 02129
Phone: 617-727-8158 Fax: 617-242-7660
TDD/TTY: 800-439-2370 Voice: 800-439-0183
Website: www.commcorp.org/BES/Trust/
Email: See *Contact Us* on website

Provides direct loans and guaranties to small and medium-sized manufacturing and value-added businesses on a \$7500 per employee basis with a minimum of

12 employees. Additional programs include an SBA microloan program (to \$35,000) and management assistance.

Massachusetts Community Development Finance Corporation (CDFC)

100 City Hall Plaza, Suite 300

Boston, MA 02108

Phone: 617-523-6262 Fax: 617-523-7676

Website: www.mcdfc.com

Minority and Women Contractor Bond Support Program provides technical assistance and financing instruments to enable minority & women contractors to obtain bonding capacity.

Massachusetts Business Community Group (MBCG)

MassBusiness

50 Milk Street

Boston, MA 02109

Phone: 617-350-8877 Fax: 617-350-0052

Website: www.mass-business.com

The MassBusiness Capital Access Program provides loans to minority/women-owned businesses and nonprofit organizations. Program operates under the umbrella of the **Massachusetts Business Development Corporation (MBDC)**. The Capital Access Program helps businesses qualify for equipment loans of up to \$500,000, by extending "cash collateral" guaranties to banks willing to make the loans.

Massachusetts Capital Resource Company (MCRC)

The Berkeley

420 Boylston Street

Boston, MA 02116

Phone: 617-536-3900 Fax: 617-536-7930

Website: www.masscapital.com

Non-conventional source of high-risk capital for Massachusetts-based businesses involved in manufacturing, technology, or distribution.

Massachusetts Development Finance Agency (MassDevelopment)

75 Federal Street

Boston, MA 02110

Phone: 617-330-2000 Fax: 617-451-3429

Website: www.massdevelopment.com/ click on "Our Tools"

Development funds, tax-exempt bonds and a variety of loan and guarantee programs, to strengthen communities across Massachusetts for manufacturers, non-profit entities, small businesses or real estate developers.

Massachusetts Small Business Development Center (MSBDC)

UMASS Boston SBDC & Minority Business Center
College of Management
100 Morrissey Boulevard M-5-403
Boston, MA 02125
Phone: 617-287-7750 Fax: 617-287-7767
Website: www.sbdc.umb.edu

Offers counseling on financial plan development, cash flow analysis, and referral to lenders.

Massachusetts Technology Collaborative (MTC)

75 North Drive
Westborough, MA 01581
Phone: 1-508-870-0312 Fax: 1-508-898-2275
Email: mtc@masstech.org
Website: www.mtpc.org

Renewable Energy Trust provides financial assistance in support of renewable energy projects. Call for information.

Massachusetts Technology Development Corporation (MTDC)

148 State Street
Boston, MA
Phone: 617-723-4920 Fax: 617-723-5983
Website: www.mtdc.com

Provides capital gap financing, specializing in risk and venture capital for early stage and expanding high-tech companies with the potential to enhance the states economy.

Federal Programs

U.S. Small Business Administration (SBA) (P)

Thomas P. O'Neill Federal Building
10 Causeway Street – Rm. 265
Boston, MA 02222-1093
Phone: 617-565-5590 Fax: 617-565-5598
Contact: Business Information Center
Phone: 617-565-5615
E-mail: MassachusettsDO@sba.gov
Website: www.sba.gov

SBA programs include:

- **SBA Microloan Program**
Loans secured through non-profit intermediaries and may be used for purchase of fixed assets or for working capital. Loans range from \$500 to \$35,000
Interest rates and terms vary.
- **SBA Express**
A faster and easier means for lenders to provide loans of up to \$250,000. Terms: 5-7 years for working capital and up to 25 years for equipment or real estate.
- **7(a) Loan Guaranty Program**
SBA's primary and most flexible loan program. SBA can guarantee up to 85% of a loan that is \$150,000 or less and 75% greater than \$150,000.
- **8(a) Business Development Program**
The 8(a) Program is a 9-year business development program created to help small, disadvantaged businesses compete in the American economy by offering preferences in the federal procurement market. For U.S. citizens.
- **504 Certified Development Program (CDC)**
For projects from \$500,000 to \$5 million, program provides businesses with long term, fixed-rate financing for assets such as land and building through certified intermediaries. The SBA can guarantee debentures covering as much as 40% of a 504 project. The maximum SBA debenture generally is \$1 million.
- **HUBZone Contracting Program**
www.sba.gov/hubzone/
Federal contracting for small businesses that obtain HUBZone (Historically Underutilized Business Zone) certification by employing staff who live in a HUBZone.
- **International Trade Loans**
Loans to help businesses that are preparing to engage or have already engaged in international trade. Applicant s must establish that the loan will help expand or develop an export market, is currently affected by import competition, will upgrade equipment, or must have a business plan that projects export sales sufficient to cover the loan.
- **SBA LowDoc Loan Program**
Loans for start up businesses or growing business.

Community Based Organizations & Non-Profit Agencies

(P) Indicates a partnership with the City of Boston's Office of Business Development

ACCION USA (P)

56 Roland Street, Suite 300
 Boston, MA 02129
 Phone: 617-625-7080 Fax: 617-625-7020
 Website: www.accionusa.org/boston

Provides financing of \$500 to \$25,000 to self-employed individuals and micro entrepreneurs who can't access traditional sources of credit.

Boston Community Capital

56 Warren Street
 Boston, MA 02119-3236
 Phone: 617-427-8600 Fax: 617-427-9300
 Website: www.bostoncommunitycapital.org

The Loan Fund provides a range of real estate loans including acquisition, bridge, construction, and permanent mortgage loans. Also finances other kinds of projects from construction loans for day-care centers to working capital for social service providers as well as commercial real estate loans.

Center for Women & Enterprise (CWE) (P)

1135 Tremont Street, Suite 480 (moving May 2004 to 24 School St., Boston)
 Boston, MA 02120
 Phone: 617-536-0700 Fax: 617-536-7373
 Website: www.cweonline.org

Offers access to debt and equity capital to entrepreneurs. Call for information.

Circle Lending

Cambridge, MA
 Phone: 1-800-805-2472
 Website: www.circlelending.com

Assists individuals with poor or no credit history to structure loan agreements with friends or family members.

Community Business Network (CBN) (P)

Website: www.macdc.org

A group of member agencies comprising of local community development organizations that provide small business development assistance. CBN can help secure needed financing either from a private bank, or from variety of non-traditional loan programs.

See list below to locate the CBN member organization in your neighborhood:

- **Allston Brighton Community Development Corporation**

15 North Beacon Street
Allston, MA 02134
Phone: 617-787-3874 Fax: 617-787-0425
Website: www.allstonbrightoncdc.org

Loan packaging and referrals.

- **Asian Community Development Corporation**

888 Washington Street, Suite 102
Boston, MA 02111
Phone: 617-482-2380 Fax: 617-482-3056
Website: www.asiancdc.org

Loan services in English and Mandarin Chinese include: construction/real estate loans; equipment purchase and leasing; equity financing; loan application assistance; and microloans.

- **CDC of Boston, Inc.**

801 Albany Street
Roxbury, MA 02119
Phone: 617-442-2114 Fax: 617-442-5522
Email: cdcofboston@erols.com
Website: www.cdcofboston.org

Credit counseling and loan packaging. Call for information.

- **Dorchester Bay Economic Development Corporation**

594 Columbia Road, Suite 302
Dorchester, MA 02125
Phone: 617-825-4200 Fax: 617-825-3522
Email: cbanda@dbedc.com
Website: www.dbedc.com

Loan Services include Loan Application Assistance, Microloans, Working Capital Construction/Real Estate Loans, and Equipment Purchase and Leasing. Services all sizes of businesses. Will work with borrower to identify the appropriate lender.

- **Fenway Community Development Corporation**

73 Hemenway Street
Boston, Massachusetts 02115
Phone: 617-267-4637 Fax: 617-267-8591
Website: www.fenwaycdc.org

Call for information about referral services.

- **Jamaica Plain Neighborhood Development Corporation (JPND)**

31 Germania Street
Jamaica Plain, MA 02130
Phone: 617-522-2424 x 223 Fax: 617-524-3596

Website: www.jpndc.org

Loan packaging and referral in English & Spanish.

- **Neighborhood of Affordable Housing (NOAH)**

22 Paris Street
East Boston, MA 02128
Phone: 617-567-5882 Fax: 617-567-7563
Website: www.noahcdc.org

A locally governed community development corporation dedicated to developing affordable housing and serving East Boston. See website for further information.

- **South Boston NDC**

365 West Broadway
South Boston, MA 02127
Phone: 617-268-9610 Fax: 617-268-4813
Website: N/A

Referral agency.

- **Viet AID**

1452 Dorchester Avenue, 3rd Floor
Dorchester, MA 02122
Phone: 617-822-3717 Fax: 617-822-3718
Email: Invietaid@aol.com
Website: www.vietaid.org

Loan application assistance in English and Vietnamese. Call for information.

Cooperative Fund of New England (CFNE)

P.O. Box 412
Hartford, CT 06141-0412
Phone: 910-395-6008 / 800-818-7833 Fax: 910-397-2857
Email: cfne@cooperativefund.org
Website: www.cooperativefund.org

CFNE makes loans to cooperatives, worker-owned businesses and community-based non-profits.

Count Me In

240 Central Park South, Suite 7H
New York, NY 10019
Phone: 212-245-1245
Email: info@count-me-in.org
Website: www.count-me-in.org

Online business training and microloans for women.

Neighborhood Business Builders (P)

Jewish Vocational Service (JVS)
99 Chauncy Street
Boston, MA 02111
Phone: 617-451-8147 Fax: 617-451-9973
Website: www.businesslincboston.com

Offers a limited number of small (less than \$2,500) loans to established small businesses and to qualified entrepreneurs in the start-up phase.

Nuestra Comunidad Development Corp (P)

56 Warren Street, Suite 200
Roxbury, MA 02119
Phone: 617-427-3599 or 617-989-1204 Fax: 617-989-1216
Website: www.nuestracdc.org

Second mortgage finance for small business owners seeking to purchase commercial real estate targeted to existing businesses doing business in Roxbury and Dorchester who currently rent space. Also has a small microloan fund for short-term working capital needs.

The Abilities Fund

22200 207th Avenue
Centerville, IA 52544-8601
Phone: 888-222-8943 or 641-856-2173 Fax: 641-856-3101
Website: www.abilitiesfund.org

Nationwide community developer and financial institution targeted exclusively to advancing entrepreneurial opportunities for Americans with disabilities. They deliver a combination of financial products, training, technical assistance services, and advisory supports to individuals with disabilities and the organizations that support them.

Trickle Up Program

104 West 27th Street, 12th floor
New York, NY 10001
Phone: 212-255-9980 Fax: 212-255-9974
Email: Info@trickleup.org
Website: www.trickleup.org

Helps low income individuals who have limited or no access to capital to start their own small business by providing seed capital and business training materials through Coordinated Partner Agencies. Priority given to participants who meet one or more of the following criteria: women-led business, public assistance recipients, refugees, or recent immigrants.

Urban Edge

2010 Columbus Avenue

Roxbury, MA 02119

Phone: 617-989-9300 x 318 Fax: 617-427-8931

Website: www.urbanedge.org

The Business Loan and Equity Fund makes loans and/or equity investments in existing and new businesses located in low income communities throughout the City of Boston.

To provide corrections and/or additional listings to the Boston Business Resource Guide, contact:

Office of Business Development

26 Court Street, 9th Floor

Boston, MA 02108

Phone: 617-635-2000 Fax: 617-635-0282

Email: business.obd@ci.boston.ma.us

Boston Business Resource Guide, Published April 2004.

GLOSSARY OF BANKING, BUSINESS, AND FINANCIAL TERMS

A

Accountant – A financial advisor who keeps, audits and inspects the financial records of individuals or businesses and prepares financial and tax returns.

Accounting Period – A regular period of time, such as a quarter or year for which a financial statement produced.

Accounts Payable – Debts owed to creditors.

Accounts Receivable – Debts owed to a business, usually due from customers for goods or services purchased from the business.

Accrued Interest – Interest earned but not yet credited to an account.

Amortization –

- An accounting practice of gradually decreasing an asset's book value spreading its depreciation over time.
- The gradual reduction of a debt by making periodic principal payments.

Annual Percentage Rate (APR) – The cost of credit on an annual basis. APR is expressed as a percentage, resulting from an equation that considers three factors: the amount financed, the finance charge and the terms of the loan.

Annual Percentage Yield (APY) – The return earned on an investor's capital investment, expressed as a percentage.

Appreciation – An increase in the value of an asset.

Asset – Anything that has commercial or exchange value that is owned by a business or an individual.

Asset-Based Loan (ABL) – Financing that provides credit secured by a company's balance sheet assets. Such as inventory, accounts receivable or other collateral other than real estate.

Assign – To transfer ownership of an asset to another party by signing a document.

Audit – Inspection and verification of financial accounts records and accounting procedures.

Audit Trail – A chronological record of systems activity or banking transactions that is sufficiently clear and detailed to enable reconstruction and examination of a sequence of events.

Available Balances – The balances in an account that can be invested, disbursed or wired out.

B

Balance Sheet – Financial statement showing assets on the left side and liabilities on the right. A balance sheet provides an overview of a company's financial position at the given time, usually at the close of a month. Unlike a profit and loss statement, which shows the result of operations over a period of time, a balance sheet shows the state of affairs at one point in time.

Balance Reporting System – A system whereby a corporate customer is provided with detailed account activity and balances daily. These systems are often automated and on-line.

Balloon Payment – The last payment on a loan, significantly larger than previous installments, which pays the loan in full.

Bank Statement – A periodic statement of a customer's account detailing credits (deposits) and debits (withdrawals) posted to the account during a specific time period and the book balance as of the statement cut off date.

Basis Point – One basis point is calculated as 1/100th of a percentage point.

Boilerplate – Standardized "fine-print" language in a contract or other agreement detailing terms and conditions.

Break-Even Point – Volume of sales at which total costs equal total revenues. Sales above this volume generate profits.

Broker – Individual or company authorized to buy or sell something for another party without ever owning the goods.

Business Plan – A detailed description of a new or existing business, including the company's product or service, marketing plan, financial statements and projections and management principles.

Bottom Line – The net profit or loss from a business.

C

Capital – Property of a business, including money, used to conduct its business.

Capital Expenditure – Purchase of long-term assets, especially of equipment, used in manufacturing a product.

Cash Flow – Incoming cash less outgoing cash during a given period.

Cash Management – The systematic gathering of information about a business' collections, disbursements, and balances and the use of that information to effectively manage the funds available to the business.

Character – The combination of qualities or features especially moral or ethical strengths that distinguishes one person from another. Character is an extremely important consideration for lenders when giving loans.

Chief Executive Officer (CEO) – The person who holds the highest position of authority within a company or organization.

Chief Financial Officer (CFO) – The person who holds the highest financial authority within a company or organizations. Responsibilities include handling funds, signing checks, keeping financial records and doing financial planning.

Closely Held Business – A business privately owned and run by a few individuals. If the individuals are related, also know as a Family Business.

Collateral – Property that is offered to secure a loan or other credit and that becomes subject to seizure upon default.

Commercial Credit – Short-term credit extended by a seller to the buyer to finance the purchase of a product or service.

Compensating Balance – Money required by a bank to be left in a deposit account as part of a loan agreement.

Compound Interest – Interest earned on previously accumulated interest as well as the principal.

Controlled Disbursement – A checking account service that provides a detailed summary of all activity having an impact on a customer account each business day.

Corporation – Form of business ownership that is a legal entity on its own in which stockholders and the board of directors are in control.

Covenant – A promise in a debt agreement that certain things will happen and others will not.

Credit Advice – A written bank notice that describes the crediting of funds to a specific account.

Credit Bureau – Company that compiles and maintains information on consumer credit and provides the information to potential creditors for a fee.

Credit Rating – Evaluation of an individual or corporation's history of repaying past loans. Credit ratings are used as a benchmark to assess the future ability of a creditor to pay back loans.

Current Ratio – Calculation of current assets divided by current liabilities, measuring the ability of a company to pay its current obligations from current assets.

Current Assets – Cash or other assets that the business expects to use in the operation of the company within one year.

Current Liabilities – Debts that the business expects to pay within one year.

Current Yield – The dividends or interest paid, expressed as a percentage of the current price of a security; also known as the current rate of return.

D

Debit Advice – A written bank notice that describes the withdrawal of funds from a specific account.

Debt – An obligation to repay money, goods or services in accordance with an agreement.

Debt Ratio – Calculation of total liabilities divided by total liabilities plus capital, measuring the debt level of the business (leverage).

Debenture – Debt secured by the creditor based on the general credit-worthiness of the debtor, as opposed to security based on specific assets.

Default – Failure of a borrower to make interest and/or principal payments when due.

Demand Deposit Account (DDA) – Funds that are available to a bank customer at any time and which require no advance notice of withdrawal. A non-interest bearing checking account is the most common form of a DDA.

Demand Loan – A loan with no fixed maturity date, and payable at the discretion of the bank.

Deposit Cutoff – Time of day before which checks must be deposited at a bank in order to ensure that the funds are credited on the same day.

Depreciation – Decrease in the value of equipment from wear and tear and the passage of time. Depreciation on business equipment is generally deductible (over a period of time) for tax purposes.

Direct Loans – Financial assistance provided through the lending of federal monies for a specific period of time, with a reasonable expectation of repayment. Such loans may or may not require the payment of interest.

Disaster Loans – Various types of physical and economic loan assistance are available to individuals and businesses that have suffered loss due to natural disaster. This is the only SBA loan program available for residential purposes.

Disbursement – Payment made to satisfy a debt or other financial obligation.

Discount Rate – The rate of interest charged by the Federal Reserve on loans it makes to member banks. This rate has an influence on the rates banks charge their customers.

Distribution – Payment made to the owner(s) of an asset, such as stock dividends or funds in a retirement plan.

Dividend – Distribution of earnings to shareholders.

E

Earnings Credit Rate (ECR) – Rate used by a bank to determine the earnings allowance for a customer's demand deposit balances. Such allowances are used to offset bank fees. This rate is usually indexed to some market rate.

Electronic Funds Transfer System (EFTS) – The paperless transfer of funds.

Endorsement – Refers to the signature placed on the back of a check which transfers that check or note to another party.

Enterprise – A business venture.

Equity – The value of an asset that exceeds any claim or lien on it. In banking, the difference between the market value of an asset and the amount of claims (such as mortgages) against it. In investing, equity refers to financing by means of shareholders investment in a venture, usually through stock. Equity financing is the major alternative to debt financing (borrowing.)

Escrow – Temporary deposit with a third party of assets by agreement between two parties to a contract. The money is released when the conditions of the contract have been met.

Expense Account – Account often used by salespersons or executives for travel and entertainment expenses.

Extraordinary Items – Unusual or nonrecurring event that must be explained to shareholders.

F

Factoring – Type of accounts receivable financing in which receivables are assigned to a factoring company which is responsible for collecting the receivables.

Federal Deposit Insurance Corporation (FDIC) – A federal agency that guarantees (within limits) funds on deposit in member banks and performs other functions, such as making loans to or buying assets from member banks to facilitate mergers or prevent failures.

Federal Reserve – The central money authority of the United States. The Federal Reserve system is divided into 12 districts, each having its own reserve bank. Each of the 12 regional banks is owned by the member banks in its district.

Fiduciary – Person or company entrusted with assets owned by another party (beneficiary), and is responsible for investing the assets until they are turned over to the beneficiary.

Financial Projections – Estimates of the future financial performance of a company.

First In, First Out (FIFO) – A system of inventory valuation where items purchased earliest are considered to have been used first in the firm's operations. The result is that the cost of items purchased most recently is assigned to the inventory on the firm's financial statements.

Fiscal Year – Any 12-month period used by a company or government as an accounting period.

Float – The processing period between the time that a check is presented for payment and then delivered to the issuer's bank for payment. During this period, the issuer is still earning interest on his money and the payee is waiting for funds to be collected.

Foreign Exchange – The trading in or exchange of foreign currencies in relation to U.S. funds or other foreign currencies.

G

General Ledger (GL) – Consolidated summary books of account for a business entity. The GL provides the bases for all published statements of condition.

Goodwill – An intangible asset that arises from considerations such as a company's strong reputation, favorable location and good customer relations.

Grace Period – Time allowed a debtor in which the creditor will not undertake legal action when payment is late.

Gross Profit – Revenues of the business before consideration of operating expenses, calculated by subtracting cost of goods sold from net sales.

Guarantee – Pledge by a third party to repay a loan in the event that the borrower cannot.

Guaranteed/Insured Loans – Programs in which the federal government makes an arrangement to indemnify a lender against part or all of any defaults by those responsible for repayment of loans.

Guarantor – A third party who promised to repay a loan if the borrower does not.

H

Home Equity Line of Credit – Credit line offered by banks and brokerage firms that allow a homeowner access to the built-up equity in his or her home.

Hypothecation – The pledging of property as collateral for a loan. The bank is not given the title to the property, but has the right to sell it in the event of default.

I/K

Identification Number – a/k/a EIN or FIN. A number obtained by a business from the IRS by filing application form SSA. This number is to be shown on all business tax returns, documents and statements. Wholesalers often request this number when offering wholesale prices to retailers.

Income Statement – Financial statement that provides a historical perspective about a company's revenues, costs, and profitability for a specific time period. Also called profit and loss statement.

Incorporation – A legal process through which a company receives a charter and the state in which it is based allows it to operate as a corporation. A corporation is a legal entity that is separate from its owners, the shareholders. No shareholder of a corporation is personally liable for the debts, obligations or acts of the corporation.

Incubators – Incubators provide a facility within which a number of enterprises may share services that are common business overhead expenses, such as

meeting areas, secretarial services, and accounting and bookkeeping. In this manner they encourage entrepreneurship and minimize obstacles to new business formation and growth.

Indemnity – Obligation of one party to reimburse another party for losses that have occurred or which may occur.

Inventory – Value of a business' raw materials, work in process, supplies used in operations, and finished goods.

Investor – Individual who takes an ownership position in a company, thus assuming risk of loss in exchange for anticipated returns.

Idle Funds – Available funds in an account, in excess of the compensating balances requirement, that have not been invested or put to use.

Insolvency – The state of being unable to pay one's debt obligations when they become due.

Installment Loan – Loans that are repaid in fixed, periodic payments.

Joint Account – Any investment, charge, bank account or other account that lists two or more persons who share equally in the rights and liabilities associated with the account.

L

Lease Financing – A specialized area of equipment finance whereby the owner of a specific piece of equipment agrees to rent the equipment for a specified time period to the user of that equipment.

Letter of Credit (LOC) – An instrument issued by a bank to an individual or corporation, by which the bank substitutes its own credit for that of the individual or corporation.

Leverage – The process of incurring debt in order to continue or expand the scope of a business operation. An enterprise is said to be highly leveraged if it relies heavily on debt financing as opposed to equity financing.

Liability – A financial obligation, or the cash outlay that must be made at a specific time to satisfy the contractual terms of such an obligation.

Lien – Legal right to hold property of another party or to have it sold or applied in payment of a claim.

Line of Credit – A financial institution's promise to lend up to a specific amount during a specific time frame.

Liquid Assets – Business assets easily convertible into cash.

Liquidation – Sale of the assets of a business to pay off debts.

Local Development Corporation – An organization, usually made up of local citizens, designed to improve the economy of the area by inducing business and industry to locate there. A local development corporation usually has financing capabilities.

Loan – The rental of money.

Loan Agreement – A document that outlines the terms and conditions of a loan.

Lockbox – A service provided by the bank whereby the customer's mail, containing payments, bypass corporate offices and is sent directly to the bank for deposit. This reduces the collection float.

London Inter-bank Offered Rate (LIBOR) – An international inter-bank rate, sometimes used as a pricing mechanism for commercial loans.

M

Magnetic Ink Character Recognition (MICR) – The process by which the information magnetically encoded in the printed characters; located on the bottom of checks is optically scanned and read by computer.

Money Market Account – A limited-transaction, interest-bearing corporate or personal account.

Mutual Funds – A fund operated by an investment company that raises the money from shareholders and invest it in stocks, bonds, options, commodities or money market securities.

Marginal Cost – Additional cost associated with producing one more unit of output.

N

Net Income – Sum remaining after all expenses have been met or deducted: net profit or net loss.

Net Worth – Excess of assets over debt.

Non-bank Lenders – Any commercial lender not classified as a bank. Examples include investment companies, savings & loan associations, credit unions, lending units of major corporations, mortgage companies, venture capitalists, development corporations, insurance companies, and independent lenders.

Negotiable Instrument – An unconditional order or promise to pay an amount of money, easily transferable from one person to another. Examples include checks, promissory notes or bills of exchange.

Net Worth – The excess of assets over liabilities.

Note – An instrument that outlines the repayment terms of a loan.

Not Sufficient Funds (NSF) – A term indicating that the amount of a requested withdrawal is greater than the amount of money currently in the account.

O

Operating Expenses – Costs associated with the day-to-day activities of the business.

Operating Profit/Loss – Income (or loss) before taxes and extraordinary items (resulting from transactions other than those in the normal course of business) are deducted.

Outsource – To obtain products or services formerly delivered in-house from an external supplier.

Overdraft – The result of drawing checks on a bank account for more than the balance of the account.

Overhead – Business expenses not directly related to a particular good or service produced. Examples are insurance, utilities, and rent.

P

Partnership – A company owned by two or more people, who are jointly and personally liable for debts and assets of the company. General partners, who have control, have unlimited liability; limited partners have limited liability.

Prime Rate – The interest rate that banks charge their best commercial customers. Rates charged to other borrowers are often expressed in terms of the prime rate plus a specified number of percentage points.

Principal – The currently unpaid balance of a loan, not including interest owed.

Profit Sharing – Compensation arrangements whereby employees receive additional pay or benefits when the company earns or increases profits.

Prompt Pay – If federal government agencies do not pay invoices for goods and services within 45 days of billing, they have to pay interest to the vendor on any amount overdue.

Personal Identification Number (PIN) – A code, usually four or seven digits long, that customers use to access their accounts at ATM locations and when conducting transactions by phone.

Power of Attorney – The legal contract by which one party is authorized to act on behalf of another.

Prime Rate – The interest rate banks charge to their most creditworthy customers. Also referred to as the Base Lending Rate (BLR)

Profit – What is left after taxes are paid.

Pro Formas – Financial statements prepared based on assumptions of future events that will affect the expected condition of the company.

Q/R

Qualified Plan or Trust – An employer's plan or trust for the benefit of his or her employees or their beneficiaries. Usually used with retirement plans, a qualified plan or trust entitles the employer to deduct the payments made to the plan or trust for income tax purposes.

Quasi-Public Corporation – A corporation that is operated privately but with a public mandate and sometimes with government backing.

Receivable Financing – Type of financing in which a business borrows money with the expectation of repaying it quickly upon the receipt of certain receivables. The receivables are pledged as collateral on the loan.

Receivables – Unsettled claims and transactions representing money owed to a creditor, usually the result of a sale of the creditor's product or service. Also referred to as Accounts Receivable and listed as a current asset on the balance sheet.

Retained Earnings – Net profits kept to accumulate in a business after dividends are paid.

S

Seasonality – Changes in business, employment or buying patterns, which occur predictably at given times of the year.

Seed Money – Funds used to start a new business or to finance a new venture by an existing firm.

Simple Interest – Interest paid only on the principal of a loan. No interest is paid on interest accrued during the term of the loan.

Sole Proprietorship – Business or financial venture in which the owner has full control and unlimited liability.

Stale Dated Check – A check dated six months or more prior to being cashed.

Stop Payment – A depositor's instructions to the bank directing it to dishonor a specific check.

Surety Bonds – Surety bonds provide reimbursement to an individual, company or the government if a firm fails to complete a contract. SBA guarantees surety bonds in a program much like SBA's guaranteed loan program.

T

Tax Number – A number assigned to a business by a state revenue department that enables the business to buy wholesale without paying sales tax on goods and products. Contact the state government's department of revenue.

Term Loan – Credit granted to a company to finance capital equipment, fixed assets or real estate with a repayment term of greater than one year.

Time Deposit – An account on which time limitations on withdrawal are required in order to receive a given return. Penalties for early withdrawal are usually applicable. An example of a time deposit is a Certificate of Deposit (CD)

Transit Routing Symbol (TRS) – The number on the face of a check that facilitates routing for collection funds from the drawee bank by the Federal Reserve. TRS appear in the magnetically encoded line at the bottom of the check as well as in the upper right-hand corner.

U

Uncollected Funds – The portion of a deposit balance not yet collected by the depository bank.

Unsecured Loan – An obligation not backed by specified assets.

U.S. Treasury Bills (T-Bills) – Direct obligations of the U.S. Government. T-bills with three and six month maturities are sold weekly so that bills maturing each week up to six months are available in the secondary market. T-bills are sold at a discount, with the amount of the discount determining the investment return.

V/W

Variable Cost – Any costs which change significantly with the level of output.

Variable Rate – A rate on a note that is adjusted up or down each time the base rate changes.

Variance – A variance allows an exception to certain development standards such as setbacks, building height, lot dimensions and other zoning code requirements.

Venture Capital – Money used to purchase an equity stake in a new or existing enterprise; equity, risk or speculative investment capital. This funding is usually provided to new or existing firms that exhibit potential for above-average growth.

Wire Transfer – A transaction by which funds are moved electronically from one bank to another upon the customer's instructions.

Withdrawal – The removal of money or valuables from a bank or other place of deposit.

Working Capital – The difference between the firm's current assets and current liabilities. This is also the amount of money available for use in operating the business.

X/Y/Z

Zero Balance Account (ZBA) – A unique type of corporate checking account that companies use for disbursement control, where a daily closing balance of zero is maintained. At the close of each business day, a transfer of funds is made from a corporation's master account to cover the total amount of checks drawn on the ZBA that arrived for payment that day. This returns the account to a zero balance. Corporations that want central cash control while allowing decentralized disbursing operations typically use ZBA's. *(Note: The letters ZBA also stand for the City of Boston's Zoning Board of Appeals.)*

Zoning – The public regulation of the use of land. It involves the adoption of ordinances that divide a community into various districts or zones. Each district allows certain uses of land within that zone, such as residential, commercial, or industrial. Typical zoning regulations address building height, bulk, lot area, setbacks, parking, signage, and density.